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# Community & Family Sentinel



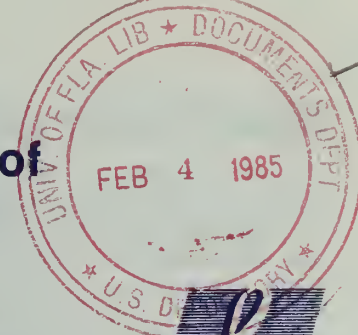
*Fostering improved support of Army soldiers and communities through communications. An information network medium for Club Managers, DPCAs, morale support managers, Army Community Service, and others involved in providing for a better soldier and family community. Formerly Army Host.*

*U.S. Army Community and Family Support Center  
January 21, 1985 Volume XII, No. 1*

## 1985: Year of Leadership

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## MWR Review Committee approves \$152 M

**FORT MYER, VA**—The MWR Review Committee approved for design \$152 million in major nonappropriated fund construction for fiscal year 1986 at the December meeting held here.

The amount represents a record construction tab for NAF-paid MWR construction, topping a fiscal 1985 figure of \$130 million.

It also underscores the success of a number of financial and management initiatives undertaken under the auspices of the MWR Review Committee which consists of top HQDA and major command representatives and chartered in 1981 to upgrade the Army MWR physical plant. **MG Robert M. Joyce**, Commander of the Army Community and Family Support Center chairs the committee.

The Committee endorsed development of franchise agreements with private sector concerns as a means by which DA as franchisor would supplement current transient and guest house facilities and upgrade the quality and quantity of these on-post facilities. The MWRRRC supported the inclusion of physical fitness and restaurant structures with commercial hotels, when justified by market research. Results of a market analysis of spe-

cified sites will be presented at the next MWRRRC meeting. Several members recommended "sliding scale" fees based on status (PCS, TDY, etc.) and rank.

AAFES agreed to pilot management of an installation MWR program should a local commander so request.

Approved for design, in the FY 86 NAF program, the addition of three AFRC projects (consistent with Option C, AFRC Study) and an NCO health club at Fort Sill.

The membership expressed con-

cern about draining limited NAF resources to pay for that which is authorized APF; however, the members approved eight Fort Drum projects for the FY 86 program and NAF funding for design, if MCA funding is not obtained.

Approved proposed cost changes for five ongoing NAF projects.

Direct financing assistance for NAF Major Construction will be given based on the efficiency and effectiveness of installation NAF resource management, as well as the

See MWRRRC, pg. 2

## Community and Family Support Center activated

**WASHINGTON**—The partnership that exists between the Army and the Army family was reinforced by the activation of the U.S. Army Community and Family Support Center during a Nov. 23 Pentagon ceremony capping Army Family Week.

**Gen. John A. Wickham, Jr.**, Chief of Staff, Army, presented the USACFSC flag to its first commander, **MG Robert M. Joyce**, as Secretary of the Army, **John O. Marsh, Jr.**, and many Headquar-

ters, Department of the Army chiefs and executives looked on.

At the ceremony, Wickham underscored the need for continued improvement in community and family support to bolster the Army Human and Readiness Goals.

"Soldiers and families feel better about staying in the Army," Wickham said. "Every year should be the Year of the Army Family," Wickham added, referring to the creation of the USACFSC as the latest step

See Center, pg. 29

# New Center provides DA focus for DPCAs

ALEXANDRIA, VA—Major commands and installation directors of personnel and community activities (DPCAs) now have a single point of contact at Headquarters, Department of Army for their community and family support issues and programs: the newly established U.S. Army Community and Family Support Center.

According to the Center's commander, **MG Robert M. Joyce**, the new Center's generic name could be DPCA Center or "DPCACEN" since it represents the configuration of morale, welfare and recreation and family issues as they are structured at the installation level DPCAs.

Many of the Army family and community innovations and initiatives originate at MACOMS and installations. As Joyce stated recently, "a major part of our mission will be to describe, aggregate, package and push these programs at DA."

"All the resource programs start at the installation. Our constituency is comprised of DPCAs who are in charge of a wide range of people programs at the installation," Joyce continued.

"In the past, these programs have

terminated at different places at HQDA," Joyce added. "Now the DPCAs have a single point of contact. The U.S. Army Community and Family Support Center is the apex in a network of DPCAs."

The USACFSC mission is to plan and develop policies and to operate systems and programs which meet the needs of Army families and community activities. "It is a broad mandate that will allow us to institutionalize and carry forth the tremendous gains made in the Army's family and MWR programs," Joyce explained.

The gains Joyce referred to include the innovations and initiatives that have allowed the MWR programs in the Army to thrive to the point where there now is a planned program to improve Army community facilities.

"The challenge is to build what the modern Army needs," Joyce explained. Those needs are based on changing demographic patterns that include more Army families, working spouses, more discretionary income, more mobility, more female soldiers and an Army emphasis on alcohol abuse control and physical fitness. "The standard issue of off-

duty services won't work anymore in the face of these changing demographic patterns," Joyce said.

USACFSC will allow "innovative and perhaps unorthodox solutions to some of the more intransigent problems that confront Army families and the Army's MWR managers," Joyce said.

Joyce points out that the new Center will contribute to the Army's Human Goal by improving the quality of life of Army servicemembers. The Army's Readiness Goal will be bolstered by USACFSC as it aids in retaining soldiers and providing better family services to soldiers who often are called away for extended periods of training.

By overseeing and helping improve leisure facilities and services that will help keep the soldier on post and thereby reduce the distance soldiers will travel for off-duty entertainment, USACFSC will further aid readiness.

Another advantage of the new center will be an increased integration of the nonappropriated funds which are used to finance the Army's family and community improvement program.

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## MWRRC, from pg. 1

priority need for the project. The actual and planned application of all available local NAF cash will be a primary consideration in qualifying for financial assistance.

Agreed to review at the June meeting all non-APF major construction, including AAFES facilities and commissaries. To avoid interruptions in the construction flow, USACFSC will expedite development of a review schedule. All projects will be presented at the next Pre-MWRRC, the first phase in the MWRRC's coordination for economies and efficiencies.

Agreed to postpone discussion of AFRC requirements until the Spring meeting.

The MWRRC approved AMWRF funding support (not to exceed 5% of the annual AAFES dividend) for

installation CPMC requirements, when such requirements:

- Cannot be satisfied by local/MACOM resources, and
- Are not authorized APF, though essential.

The Committee confirmed the necessity for continuing current policy which requires activities deriving the use of an asset to charge depreciation and deposit in the sinking fund an amount equal to that depreciation.

The MWRRC discussed requiring an installation MWR Food Manager position and the central NAF purchase of ADP equipment, but deferred this to local decision.

Regarding Army Recreation Machine (ARM) profits, the future distribution of slot machine income will be reviewed again in June. In the interim, the membership:

Provisionally approved the USAREUR request to adjust the ceiling on percent of MACOM revenue which can be used to offset local NAFI expenses incurred by having machines in facilities. USAREUR will maintain automatic 5% reimbursement level, but may on a case-by-case basis raise the amount up to 8% if written documentation warrants. This is contingent on audit justification and USAREUR substantiation at the next meeting.

If MCA funds are not available, approved conditional use of DA ARM share of profits for Fort Drum "cluster" projects, after ARM capitalization requirements are satisfied. Currently, the DA one-third share is applied to ARM capitalization, which should be completed by March 86.





The triangular Mobius Strip in the center of the logo connotes continuity of purpose from divergent community and family support programs.

## Center dedicated to carrying forth year of the family

The Army is adapting to the needs of a changing population. Today's Army contains more servicemembers with families; more mobility and discretionary income among its married and unmarried soldiers and more servicemembers than ever who are dedicated to physical- and mental-fitness. These changing social patterns add new purpose to the expression: "the Army takes care of its own."

The U.S. Army Community and Family Support Center is the storehouse of systems and programs the Army needs to take care of its own. The mission of the recently established Center, which is an ODCSPER field operating agency, is "to plan and develop policies and to operate systems and programs which meet the needs of Army families and community activities." This mission ensures that the advances made during 1984, the Year of the Army Family, will expand into the 21st century.

The Center provides a wide range of support services for servicemembers—from child development centers for young family

members just starting life to the retired and veterans affairs division for those servicemembers who have completed their Army careers.

One essential family support program in the Center's storehouse is Army Community Service. ACS, established in 1965, provides such currently needed family services as family advocacy, volunteer banks, consumer affairs programs, financial assistance counseling, bi-cultural family adjustment programs, and spouse employment guidance.

Continuing to care for servicemembers during their leisure hours, the Center programs and financially manages such leisure-time activities as bowling centers, clubs, hotels, recreation centers, libraries, sports and outdoor activities.

Soldiers and families benefit from the increased funding of these morale, welfare and recreation activities. The Center strives to help servicemembers enjoy their share of the American way of life, an American way of life they are committed to defend.



Secretary of the Army John O. Marsh, Jr.; Gen. John A. Wickham, Jr., Chief of Staff; and MG Robert M. Joyce, Commander, U.S. Army Community and Family Support Center, unfurl the USACFSC flag at the Nov. 23, 1984 Pentagon ceremony activating the new organization.

## Center's creation reflects surge of support for community

*Transforming and carrying the Army community into the 21st century*

WASHINGTON—Army families are feeling a surge of support that has been strengthened by the creation of the U.S. Army Community and Family Support Center.

A revitalized morale, welfare and recreation program is further bolstering this support by bringing soldier recreational and leisure activities up to speed with the mainstream of American society.

Whether the family activity is for fun, relaxation, education, skill development or physical development, the MWR program is being designed to ensure that soldiers and

families are not disappointed with their on-post activities.

Strengthening this MWR effort supports the larger purpose of the Army: to be prepared to fight and win in wartime. All of the ingredients are there, including funding and expertise. And now, the Army leadership has injected the key ingredients necessary for success in any Army program—support and visibility from the top.

This issue of the Sentinel presents interviews with some of the Army leaders who have thrown their full support behind Army community and family programs.



### How are the families?

During a visit to Fort Riley, Gen. Wickham made several stops at various activities. One stop was with Claudia Dickey, Army Community Services volunteer coordinator who discussed ACS programs available for soldiers and their families.



## Wickham discusses future of Army clubs

"Most of us are prone to perpetuate our positive military values and traditions. However, ultimately the societal trends impacting our club system may alter it from what we have traditionally known. Regardless of our personal preferences we need to address the future role of Army clubs. Already, we are seeing stresses on the club system and some changes to its role. Some things are being done to shore up our existing operations and we can still do more. However, I have reservations about how long this "patchwork" can help the system to survive. Instead, I believe we should begin finding ways to perpetuate the positive morale and social aspects of club membership.

"The days that clubs could thrive on alcohol sales are numbered. For a club to survive economically in the future, it must increase the profitability of at least its food operation. As a start in this direction, we initiated the "Year of Quality Through Training and Service Programs," an Army-wide effort to upgrade quality through training and assistance in food preparation, service and promotion. More needs doing.

"Commanders must recognize and promote the club system's potential as a social focus for community and family activities. Drinking and eating, by themselves, do not fulfill this role. More creative pro-

grams are needed that will attract our families and bring them together in a wholesome community environment.

"The facilities available on many posts do little to support the idea of community, but our MWR NAF capital accumulation initiatives are going well and more suitable facilities may now be affordable. How we plan and design these new facilities is crucial to their becoming more than just eating and drinking establishments.

"Also, we are planning to test the several alternate club forms, such as a membership physical fitness center that includes meeting rooms, restaurant and banquet facilities. Additionally, we are studying the possibility of constructing combined motel-type guest houses to serve as social focal points. They also would include restaurant, banquet and meeting facilities. There are a number of guest house projects in our NAF major construction program, some at installations which also plan to build clubs. We may find it feasible to introduce national hotel/motel chains on a franchise basis as we have done with the test of Burger King fast food outlets. As these possibilities develop, we will deal directly with the installation commander concerned. In these initiatives, while we will focus on high-quality facilities and services, we

can save manpower spaces, thereby increasing combat readiness, improving the professionalism of the installation work force, and making our NAF construction dollars go farther.

"The foregoing opportunities have emerged as we have gotten a better handle on our NAF program and a better feel for the kinds of activities and lifestyles that appeal to our soldiers and families. The NAF construction resource process, like its MCA counterpart, is a bottom-up program which recognizes the local commander's role in determining what types of facilities are appropriate for the community. When you review your NAF priorities, please consider the total community and how you plan to support programs that impact our soldier and their families, such as the regimental system as well as the more general factors. If we plan prudently, we can have facilities that support both our Army goals and the sense of family and community that will strengthen Army readiness, which rests in large part on the well being of families and soldiers."

"ODCSPER HQDA will assist you in the planning process and you will be hearing more on this subject in the future. Additionally, we intend to cover this subject during the upcoming Commander's Conference."

# GEN Thurman:

*MWR has a larger role . . . involve the unit*

Stephen O. Rossetti

**WASHINGTON—GEN. Maxwell R. Thurman**, Army Vice Chief of Staff, is known as a people person from his previous assignments as the Army's recruiting chief and as the Army's Deputy Chief of Staff for Personnel.

Army leaders agree about the need for and about the ability to deliver a better Army community life, and Thurman shares this belief.

Contributing to community life improvement effort is an across-the-board effort to make morale, welfare and recreation activities financially self-sufficient and capable of financing much of their own capital development.

GEN Thurman is familiar with a key aspect of the effort to put MWR money to work for the soldier—the single installation MWR fund concept.

"The entire Army staff and I are in agreement that the installation MWR fund is the way to go," Thurman remarked. The concept provides a "tremendous opportunity for change, an opportunity to try new and innovative things and to be adventurous," Thurman said.

"The single fund comes at the right time," Thurman added, "at a time when the program must be flexible enough to evolve and be responsive to changing soldier needs."

Thurman isn't concerned about command abuse of the installation MWR fund. He believes that today's Army nurtures and produces quality commanders with commitment to the force. "Anyway," he said, "that's why we have a board to oversee their actions—the MWRCC."

"The advantages to the single installation MWR fund concept are in the long-term benefits of pooling resources to meet objectives to lay groundwork for the future by creating new and better profit centers," Thurman said.

## Reach out to enlisted

Thurman is concerned about en-



listed people using what the military community has to offer. He asked, "Why does the E-1 or E-3 at Fort Bragg prefer to shop in the 7-11 instead of coming on post? Why isn't the commissary system flexible enough to accommodate them? "How do you entice them?" . . . You have to go out and get them.

"Maybe the commissary and other on post activities are perceived as too institutional," Thurman added.

"There is a great perception that the green machine is trying to roll over you. It is perceived to be an authority device. Sixty-one percent of E-1's through E-4's spouses perceive that if they complain about an activity there will be repercussions on their spouses—that they will be victimized," he said.

"The same holds true for E-5s through E-9s to a lesser degree with 54 percent feeling that way and about 40 percent of officers' spouses feeling that they can't com-

plain about post services.

"This is a marketing nightmare. Can you imagine trying to run a business where your customers were reluctant to express their wants and dislikes?" Thurman asked.

## MWR contributes to retention

Morale, welfare and recreation is "incidental" to the recruiting process, according to Thurman, who says that most soldiers enlist to learn a skill. MWR does contribute to retention, however, along with a number of other things. "As soldiers get into their second and third terms, they begin to consider the Army as a way of life, look forward to it as a place to take care of their families and are beginning to aim toward retirement," he said.

MWR is part of Army job satisfaction. Along with earning a skill, serving their country and feeling a sense of mission accomplishment, soldiers want a decent place to live



and work. They want amenities and surroundings that are at least equal to what they left in the communities where they grew up. PXs, arts and crafts shops, physical fitness centers, clubs and the like all fit into the general rubric of quality of life and all contribute to retention.

Thurman believes that the Army must enter into an accommodation as to which functions of morale, welfare and recreation should be appropriated fund and which should be nonappropriated fund.

"MG Robert M. Joyce and the MWR Review Committee have done a Herculean task of straightening out what is legitimately NAF and what is legitimately appropriated funds. Sometime ago we looked at USAREUR and zapped them for their execution of appropriated funds. They were using .S account funds earmarked for MWR and putting them into other 'higher priority' requirements. The MWRRC was able to straighten this out. We are now on a plateau where we can have a rational and coherent process," Thurman said.

"MWR has been in the spotlight for the past three years. The efforts of The Adjutant General and the Soldier Support Center have had a healthy and therapeutic effect on the MWR program," he added.

"The MWRRC has ratified and embraced what I have tried to do. There are more dollars. And this outlay is spinning back to us. Research shows us that many Army people believe that things are better. The MWRRC has harnessed the apparatus. From here, we must involve AAFES and commissaries," Thurman said.

## MWR has a larger role

MWR managers must play a role that goes far beyond their apparent mission. "MWR has a responsibility to make carry-over sports available to units. We must use unit leadership to introduce youngsters to various levels of activities, and MWR managers must work closely with unit commanders to cause this to happen. It's not enough to advertise. We must bring the troops to the activities, introduce them to the programs; a sort of show and tell exer-

cise," he added.

According to Thurman, many soldiers and families don't understand what services are available on post. The Army has researched what makes Army family life tick, looking at units like the 82nd Airborne and the 101st Airmobile Divisions. "We found that many are not aware of the services that are available on post, especially the non-command sponsored people. Here again, the unit infrastructure must kick into gear to educate them," Thurman said.

"This becomes especially important when the soldier leaves for training or deployment in places like Grenada or Grafenwoehr . . . families need to be cared for and the soldier needs to be comfortable with their welfare while he or she is gone. Thurman urged commanders not to assume that soldiers are aware of services or comfortable with using them," he added.

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*"The single fund comes at the right time . . . when the program must be flexible enough to evolve and be responsive to changing needs . . ."*

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There's a communication gap between what Army MWR and commanders perceive as being understood by the troops.

## MWR must reach spouses

"Fifty percent of E-1s are married and live off post. They have little discretionary income. If they want to learn how to sew, create a program that teaches that. Figure out a way to introduce spouses to programs. You know, 17- to 20-year old brides have hopes and aspirations. We have to figure out a way for them to realize these aspirations. Are we going to be proactive or reactive on spouse programs?" Thurman asked.

"There is an ACS and MWR overlap. Volunteers support the professionals in MWR. They make a valuable contribution. We must determine if we have a suitable mechanism for recognizing volunteers," he said.

Soldier Support Center MWR courses make a vital contribution. We must build and innovate as opposed to replicating what seems to be working.



## Army plan for future

"The Army is a long range institution," Thurman said. "It inducts and discharges people," he added.

"It also is homogeneous. There is a constant ebb and flow of needs by social strata. MWR managers and community life managers must take an upscale look at this. The institution should want to elevate people. Physical fitness, nutrition, wellness are institutional responsibilities of the Army," Thurman said.

Thurman urged MWR managers to narrow the focus and priorities through market analysis. "There is a Maslovian hierarchy to social needs. People are reactive to fads. Fifteen percent of Army turns on to leisure-time offerings, 15 percent never use and 70 percent respond to reward and motivation," he said.

## The unit transcends on-post and off-post

"For example, try combining athletic centers and clubs. Don't replicate it if it doesn't work out as well as you thought. We have all kinds of programs against booze. We must provide alternatives," Thurman said.

"We have to move out to the benefit of the troops," he concluded.

# Judy Ann Miller

## Key Army civilian goes to bat for Soldier and Family Quality of Life, but "don't strap the taxpayer."

Stephen O. Rossetti

**WASHINGTON**—Ms. Judy Ann Miller presents an eloquently vigorous case for a commitment to soldier and family support. But just as vigorously, she expects the Army's program to give the American taxpayers their money's worth.

As Assistant Secretary of the Army for Military Personnel, Education, and Human Resources, Miller oversees the operation of MWR programs and other Army family support programs.

Miller has come away from her Army-wide travels and conversations with commanders, soldiers and families with a simple but far-reaching message: community and family support programs are an obligation of the American taxpayer, but the Army must ensure that American taxpayers get their money's worth in a well-managed and efficient program.

"The MWR social programs and services that we're offering our military personnel contribute directly to readiness because they build commitment," Miller said.

"You can talk about training soldiers to have technical expertise; you can talk about training soldiers to utilize sophisticated equipment; but you also have to deal with the soldiers commitment to fight or his desire to fight . . . and that desire to fight is directly related to a willingness to defend a way of life, the American way of life," Miller explained.

The American way of life, according to Miller, cannot be appreciated by the soldier unless he or she experiences at least all of the benefits that are afforded civilian counterparts. "That's the soldier's slice of the American pie," Miller added.

But resources are not unlimited. So, along with defending the MWR and community support program, Miller is its constructively fierce critic. "Congress is willing to underwrite the Army's quality of life program but they insist on close scrutiny of wasteful practices and expect

efficient and economical operations," Miller said.

Miller visited various TRADOC installations that were testing the single installation MWR fund to learn first hand about the program and its effect on soldier and family services.

Although not one of the original advocates of the program, Miller now appears convinced that the concept has considerable merit in providing the flexibility needed to improve management and operations of MWR family services and is now, as she explained, "an active supporter."

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*"The IMWRF is the most efficient organization for the management of these programs . . ."*

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Miller worked successfully to have the single fund test continue in TRADOC while Pentagon decision makers deliberated over its advantages and disadvantages, allowing the concept's future to be deliberated in an objective and methodical manner.

Miller is impressed specifically by the management incentive created by the fund and the spirit displayed by TRADOC managers who have been operating under it. She feels that DPCAs and the entire MWR program have "joined the revenue generation" and are looking closely at the real cost of doing business. "Business managers are being retained, good business practices are being instituted and people feel that they have an opportunity to advance themselves," Miller explained.

Miller sees the single installation MWR fund concept as finally providing the atmosphere needed to foster an improved MWR career progression ladder. "I'm really pleased that the DSCPER and the commander of the U.S. Army Community and Family Support Center are working on improving the careers of the many dedicated managers and employees that serve in MWR," Miller said.

"The IMWRF is the most efficient organization for the management of these programs," Miller added. "Can you imagine how inefficient AAFES would be if each of its different operations were separate fiscal and operation entities?" she asked. Speaking of AAFES, Miller sees great potential in considering lashing-up of the two nonappropriated fund operations wherever possible. "AAFES can be an interlocuter; they can be your contractor," she said.

Contracting out is not an abdication, according to Miller who believes that any contract, whether un-

der the terms of OMB Circular A-76 or an arrangement with AAFES, must be closely monitored and the performance standards closely adhered to.





# Crosby: *Great potential seen in single fund*

**Stephen O. Rossetti**

**FORT SILL, OK—MG John S. Crosby** served on the Army's MWR Review Committee from 1981 to 1983 as the Forces Command Deputy Chief of Staff for Personnel. Back then, the Committee was wrestling with many of the challenges and concepts that are all too familiar in today's MWR world.

Those were the days of decisions on full .S account execution and self-sufficiency. The single fund concept had its inception in these committee meetings.

Crosby, along with other committee members, was a persuasive advocate of the concept to fully resource the Army's MWR program—seen as key to upgrading soldier and family quality of life. Crosby sees MWR and the Army family as inseparable subjects with one complementing the other.

"Business sense dictates that if you care for Army families with improved MWR activities, the result will be increased patronage, more satisfied customers and more income," Crosby said.

According to Crosby, aggressive advertising and marketing is the key to getting soldiers involved in their MWR programs.

He sees the single installation MWR fund concept as perhaps the key needed to unlock the potential of MWR to be a responsive, service-oriented operation.

"Before the single fund, commanders had difficulty in identifying their resource potential and in applying these resources to where they would benefit the greatest part of the installation population," he said. Now the single fund concept and its related MWR business operation have the potential to "cross over rice bowls," untie commander's hands and influence to cause positive action . . ."

"You have to have innovative and creative managers with good business sense," Crosby said. "We are blessed to have this talent at Fort Sill," he added while cautioning that much of the single fund's success at Fort Sill rests with the availability of this talent and dedication among MWR managers and em-

ployees. But the single fund allows flexibility in personnel and that flexibility allows commanders to capitalize on the available management expertise.

This management must be in touch with the installation, aware of their needs. "Community centers as a rule don't work at many installations that are Division or TOE-oriented," Crosby said. "But they do work when there is a preponderance of families living on-post," he added. "The challenge for MWR managers for the balance of the 1980s is to market in the sense of determining what type of facilities are going to be needed for the Army of the future."

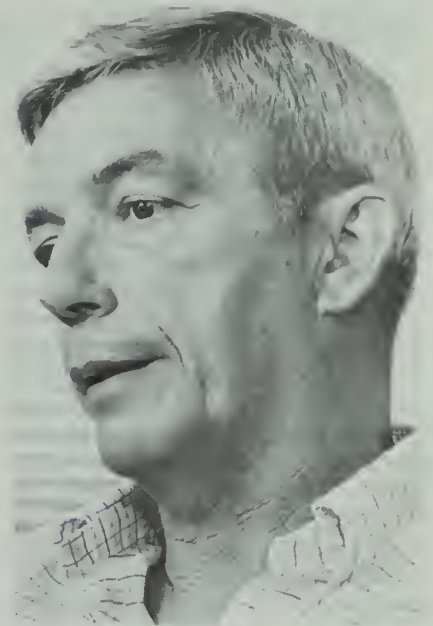
## Fort Sill innovates

Along these lines, Crosby has proposed a very different concept for Fort Sill, one that is being supported by Army leaders as the possible direction for Army MWR: A Family Health Club. This concept calls for the addition of several family-oriented physical activities onto the existing Fort Sill Officers' and NCO Clubs.

Activities such as swimming pools, racquetball courts, Nautilus and fitness rooms, locker rooms and child care facilities would adjoin the traditional food, beverage and banquet facilities of the clubs. For a membership fee the soldier's family could visit the club on a weekend for a day of fun and fitness as well as the traditional club dining and entertainment offerings.

Crosby feels that given the proper mechanism, total community needs can ultimately be met through command participation and the expertise of managers in charge of the programs and activities. "At Fort Sill, we have representation of these," Crosby said.

The Installation MWR Review Committee is staffed by key enlisted servicemembers and officers on post and is chaired by the Deputy Installation Commander. "There's a lot of input and scrutiny of recommended MWR projects before they reach the commander's level," Crosby said. He also trusts the



judgement of Army installation commanders in making the right decisions to benefit their constituency.

"The Army has gone to a lot of trouble to select qualified people for command positions. These people can be relied on to make the right decisions that support the mission," Crosby explained.

## Huachuca clubs designate safety

**Fort Huachuca, AZ—A** Designated Driver Program has been initiated by the club system at all Fort Huachuca clubs. This program is aimed at ensuring that no one at a Fort Huachuca club will consume alcohol and then drive impaired, according to **Robert Brunsmann**, Installation Club Manager. The program is very simple. At the beginning of an evening at the club a member of each group should be chosen as its "designated driver." When designated drivers arrive at the club they are given a designated driver card by the manager on duty or a service person. This card may be used by the designated driver throughout the evening for free non-alcoholic beverages courtesy of the club. Only those personnel actually driving may qualify as a designated driver.

# MG JOYCE: *Financial advances create new opportunity*

Stephen O. Rossetti

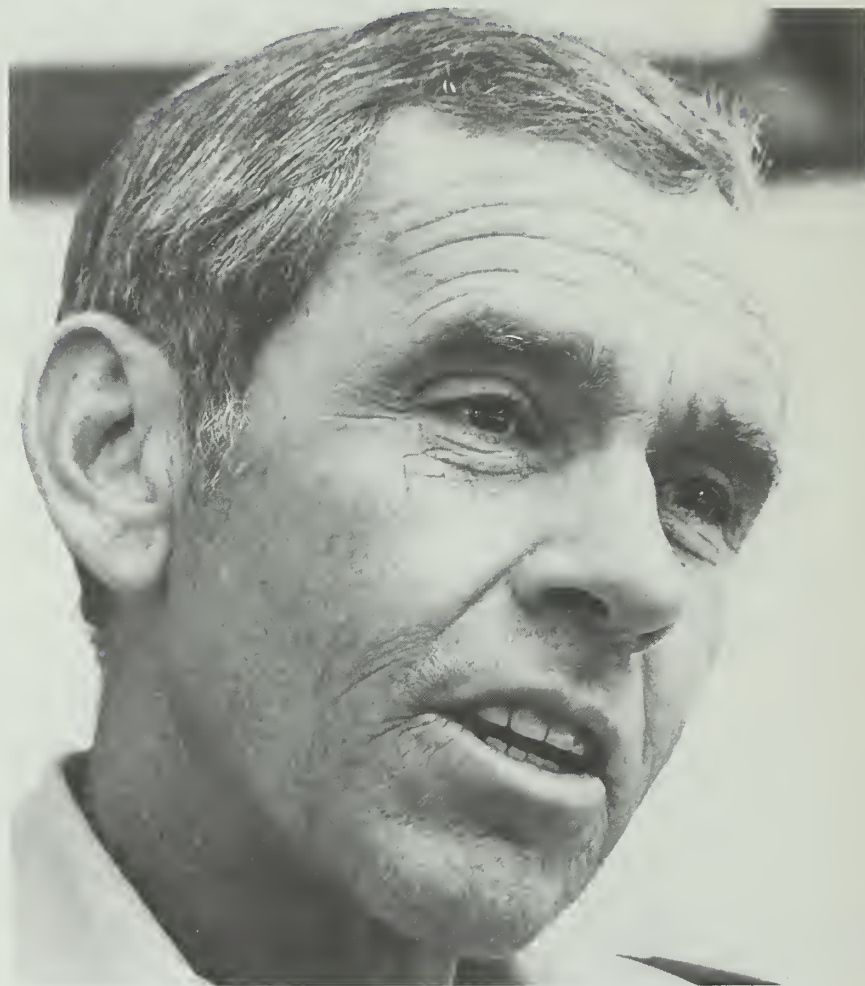
**WASHINGTON**—When **MG Robert M. Joyce** took charge of the Army's Morale, Welfare and Recreation Program in 1981, he saw the program's immense potential to provide better facilities and programs for soldiers. Joyce believed that if basic financial management principles like cash flow were applied, the Army MWR program would be placed on a plateau from which a number of other initiatives would sprout.

As chairman of the Army Morale, Welfare and Recreation Review Committee, a body comprised of major command and HQDA staff representatives, Joyce developed the concept of self-sufficiency, which has been the bedrock of the program since 1982. The committee consists of deputy chiefs of staff for personnel of the Army's four-star major commands, the Comptrollers, the Director of Operation and Maintenance, and the Sergeant Major of the Army. It has progressively expanded its role as a "Board of Directors" for the Army MWR program. The Committee is chaired by the Commander, USACFSC, MG Robert M. Joyce, Department of the Army manager of MWR programs and a major participant in the Army's effort to improve soldier quality of life.

Under self-sufficiency, Installation MWR managers would have to operate without the benefit of AAFES dividends by using authorized appropriated funds and by being better business managers.

Although conceptually basic, it was a major task. Nevertheless, self-sufficiency was successful. Not only did installations prove their capability to fund their own programs, they went a giant step farther and are now paying for their own capital purchases and minor construction.

The self-sufficiency effort has allowed the Army to greatly increase the amount of money available for major NAF construction to almost \$130 million in Fiscal Year 1986 compared to \$10 million just five years ago. "That says a lot about the



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*... our biggest challenge is to determine what the soldiers want and to put up buildings that meet their needs ...*

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capability of our managers," Joyce said. "And it leads me to believe that they can do more to improve operations," he added.

"The people at the installation level have just done a marvelous job. Once they got the idea of what it was all about, they immediately set to work to set their operations on a sound business footing," Joyce said.

That's why the Army set out to establish another basic ingredient of its MWR improvement effort—the single installation MWR fund concept. This concept was successfully tested in the Army's Training and Doctrine Command during FY 85. It combines the assets of the installation MWR program so that the

commander, through an installation MWR Review Committee, can direct large sums of money to needed soldier MWR projects. Under the single fund concept, TRADOC managers not only funded their minor construction, they also kicked in about \$8.5 million for their own major construction projects. The single fund concept also broke up bulging bank balances and put the money to work for the soldier.

"The jury is out on the single fund concept," Joyce said. "But we are optimistic that it will fly," he added.

"There are a number of communities in FORSCOM and USAREUR that are anxious to get into this mode. It really goes beyond the cash



management aspects of the MWR business, Joyce explained. It's a whole new way of doing business, one that brings together the resources, both money and people, into an organization with a common family support and MWR mission," Joyce added.

"I visited all of the TRADOC sites during the single fund test and found that many had gone beyond the single fund mandate and saw potential and economies that we did not envision when we drew up the game plan," Joyce said.

## **AAFES interaction**

As an active participant on the AAFES Board of Directors and chairman of the Army MWR Review Committee, Joyce naturally saw advantages to increased AAFES and MWR cooperation. "The Exchange Service agreed last year to guarantee the MWR program 50 percent of its earnings. With this promise, it suddenly became even more important that we cooperate with AAFES and seek ways for the MWR program to be more efficient and spend AAFES dollars more wisely while seeking avenues that enhance AAFES' ability to earn more for the program," Joyce explained.

"One of the ways we have tried to do this is by negotiating a contract to bring Burger King units on to Army installations. The Air Force has since followed suit. The unit that has opened in Ansbach, one of 15 test units, has generated funds even higher than our ambitious projections. And it appears the unit that will open in Frankfurt will be Burger King's largest volume unit," Joyce said.

There is potential for further increased savings and earning power through cooperation with AAFES. One potential cooperative effort would allow AAFES to provide common support services for MWR activities such as accounting, personnel management and procurement: services that currently cost the Army MWR program more than \$50 million annually.

Beyond that, Joyce is pursuing the idea of having AAFES operate selected MWR activities at a test site yet to be determined.

## **Other private sector involvement**

"We are also looking to the private sector for ways to improve operations," Joyce said. One idea is to have a private company enter into the picture to build or operate hotels or do both.

The name brand fast food deal with AAFES also opens avenues for other name brand food outlets. Joyce also sees advantages in bringing the expertise of the private sector to bear on the operation of community services activities.

## **Employing the Corps of Engineers**

With the increasing amount of capital coming available, the MWR Review Committee decided that it was time to enlist the Corps of Engineers' support in getting MWR building accomplished. "The engineers have been very cooperative," Joyce said. "We have given them another mission," he added.

"But our biggest challenge is to determine what the soldiers want and to put up buildings that meet their needs," Joyce explained. "Along these lines, we are looking at some different concepts. One that is currently being actively considered at Fort Sill is to combine family fitness facilities with the traditional food, beverage and entertainment aspects of officers' and NCO clubs. The idea is to build and operate facilities that cater to a wide range of interests," Joyce said.

An Army-wide MWR survey that was recently completed also is expected to give the Army a better idea of what type of leisure services soldiers and families want.

## **Pricing**

Joyce said more attention should be in the pricing areas. Here commanders and MWR managers are being urged to set reasonable prices. "We need to develop MWR resource managers who can articulate to the commander the economic and morale support consequences of his pricing policies," Joyce said.

Package stores are required to keep their prices within 10 percent of the local economy and AAFES

prices average about 22 percent below retail prices. MWR prices shouldn't be set unreasonably low. "This type of pricing squanders potential dollars that are needed in other programs," Joyce said. The rule of thumb implied is that prices should range about 70 to 80 percent of those in neighboring civilian communities.

"In the absence of incentives to do otherwise, commanders will always opt for the lowest possible prices. This is a completely understandable reaction, for the commander is interested in keeping his troops on post within the military environment during off-duty hours—and break-even is an acceptable budget rationale. If, however, the commander was able to consider longer range alternatives that would ultimately enhance his same basic goal (e.g., to generate enough money to completely renovate, add lanes to, or even replace his bowling alley with a more modern facility which would attract and satisfy much greater numbers of troops) he might want to reconsider his short-term pricing decision."

More and more business principles are finding their way into MWR management. The DPCA Course at the Institute's new Morale Support Officer Course is also expected to yield more proficient managers to support the drive for more NAF and appropriated fund MWR dollars.

## **On the front burner**

The Army's MWR and family support program is on the "front burner" among the Army staff. "Army leaders have recognized that the welfare of the Army family is important. They also recognize the enormous potential that MWR has to change the face of Army installations and support families," he added. That's why they have put me in charge of the Army Community and Family Support Center. Our mission will be to continue the advances made in support of the Army family and in morale, welfare and recreation management. We can make MWR complement the Army's Family Action Plan by providing better leisure time activities and community service," Joyce concluded.

# Growth in NAF-Financed MWR Construction

Stephen O. Rossetti

**ALEXANDRIA, VA**—Aging buildings, many dating back to WWII, changing social patterns and increased emphasis on upgrading soldier and family quality of life have converged to prompt a major Army effort to improve facilities which house morale, welfare and recreation and other community life programs.

Before 1981, Army MWR construction needs grew far beyond the system's ability to provide needed capital. Appropriated funds for centers to house arts and crafts, youth activities, bowling and clubs dried up in the face of more pressing MCA needs, according to officials of the newly established U.S. Army Community and Family Support Center.

Meanwhile the demographic face of the Army changed prompting a need to avoid building facilities that replicated outdated programs. There are more Army families, almost 430,000. Married and single soldiers are more mobile and have more discretionary income. The Army is more fitness-minded and facilities that traditionally offered drinking as the primary enticement are being forced to offer alternatives.

Facilities were falling down faster than the system could replace them. Maintenance costs were soaring as the Army had to spend millions of NAF and appropriated fund dollars patching-up old buildings merely to reduce energy costs and provide for safety. New construction was rare. Much had to be done to reduce the estimated \$1.8 billion NAF construction requirement. In 1981, the Army formed the MWR Review Committee and gave this group of major command and Army staff principals the charter to develop a program that would provide needed resources to get ahead of the power curve on facility maintenance and repair.

This Committee initiated a series of programs to allow installation MWR programs to become oper-

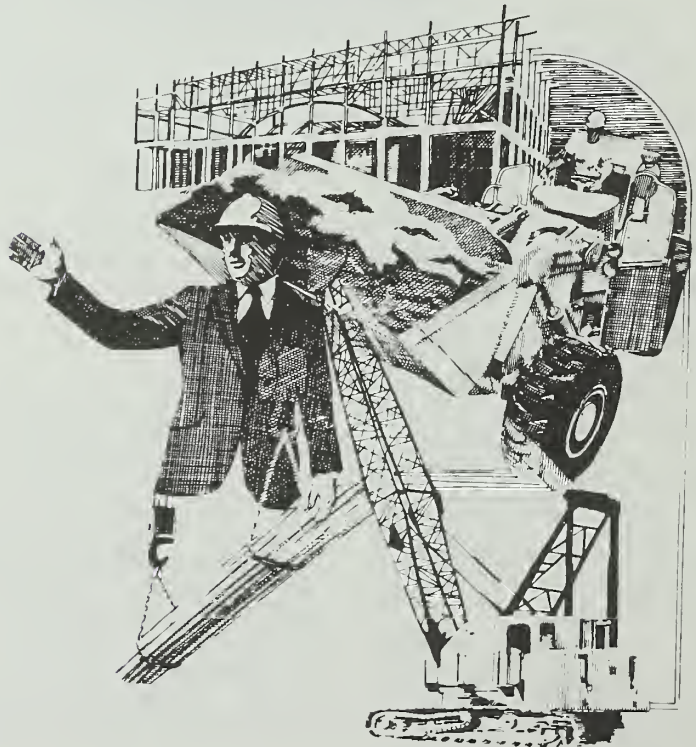
atively self-sufficient to include funding of major purchases and facility maintenance. Through the collective efforts of installation DPCAs and MWR managers the Army reached its self-sufficiency goals two years ahead of schedule. This self-sufficiency effort redirected \$65 million from the Army's share of AAFES dividends into NAF-financed MWR major construction.

Financial management initiatives designed to more quickly put NAF to work for the soldier were instituted. These include a concept that combines all assets of the MWR program into a single entity allowing the capability for major capital outlays at the installation level and reducing the drain on the central construction fund. This concept generated \$8.5 million in TRADOC where it was tested in FY 84. Other improvements in cash management such as improved budgeting and central banking further increased revenue for construction. A pro-

gram to reinstate slot machines overseas already is making a big contribution, as is the opening of Burger King restaurants at Army installations.

Other efforts at third party contracting for child development centers and guest houses hold further promise along with economies and efficiencies in the cost of conducting the business of MWR.

The result has been quantum increase in the Army's capability to generate capital. Whereas before 1981 the system spent \$10 million per year on construction, \$130 million is programmed in FY 1986 and more in 1987. That's just the beginning. On Nov. 23, 1984 the Army's Community and Family Support Center was activated. A major part of this Center's mission is to ensure this trend continues until construction requirements are met and there is a fully-funded program to replace facilities as they wear out and ensure that facilities built meet the needs of the modern Army.





# Army ponders changing trends in leisure facilities

CLINT SWIFT

**WASHINGTON**—Faced with dwindling alcohol sales in its clubs but buoyed by a healthy morale-recreation construction account, the Army is looking for a new vision of leisure facilities to serve soldiers for the rest of the 20th century.

According to a message from Gen. John Wickham, Chief of Staff, initiatives could include physical-fitness centers with meeting rooms, restaurants and banquet facilities. Those facilities could be combined with new guest houses, he said.

The Army also might introduce national hotel or motel chains on a franchise basis, he said, as it did with Burger King fast-food outlets. That experiment was spectacularly successful, he said.

"The days that clubs thrive on alcohol sales are numbered," he said. "Commanders must recognize and promote the club system's potential as a social focus for community and family activities."

The clubs—particularly their image as the home of "happy hour" and the unit "beer bust"—have been hit by a series of converging trends, said a spokesman for Army morale, welfare and recreation.

The Army began to treat alcohol as a drug and remove its protected status. Happy hour was outlawed. Clubs couldn't advertise alcohol or offer it in promotions. Bartenders were prohibited from pouring doubles. Customers were not allowed to "stack" drinks just before closing.

Soldiers on duty were not permitted to have a drink during duty hours. The Defense Department ruled that installations would have to enforce the minimum drinking age of the states they were in. And both the Army and civilian communities cracked down on drunken driving.

Revenue from the Army's 640 clubs around the world was down more than \$2.5 million in the first half of fiscal year 1984. During the same period a year earlier, it had been \$133.3 million, nonappropriated fund records show. Eighty-five percent of the drop came at the bar.

At the same time, there were

other things for club managers to consider:

- Pay raises meant that even single soldiers could buy a car and go off post to look for fun.

- More soldiers were married, and more had families.

- More working spouses meant more spendable income and changed eating habits, too. Sometimes that meant a move to fast food.

- The Army began to force soldiers to whip themselves into shape at about the same time that the fitness craze took off in America as a whole.

The Army responded with an effort to provide better food and more attractive facilities.

Wickham noted that 1984 had been the year of quality food and service programs. QFASTs—quality food and service teams of two to five experts—traveled to installation to help with food preparation and cooking, and with service. Regional offices in Frankfurt, Seoul and Washington put training materials in the mail.

Communities differ, and managers were encouraged to find the formulas that met the needs of soldiers and families on their installations. Ice cream parlors worked in some places; buffets and salad bars were successful drawing cards in others.

But Wickham added that food and drink alone won't solve the problem.

"The facilities available on many posts do little to support the idea of community, but our MWR NAF (morale, welfare and recreation nonappropriated fund) capital accumulation initiatives are going well, and more suitable facilities may now be affordable," Wickham said.

At one club at Fort Sill, Okla., the Army proposes to add a racketball court, swimming pool, tennis court, weight-lifting equipment, track and "pro shop."

The Army has the cash to consider ambitious programs because it insists that clubs and other morale activities operate on a pay-as-you-go basis. It has centralized support,

including banking, payroll and employee benefit programs. It urges managers to use tax dollars wherever they were authorized. It is installing slot machines.

Insisting that morale activities be self-sufficient freed \$65 million a year that had been tied up supporting programs. That money would go to construction.

The last of 5,000 slot machines being installed in a four-year program will go into operation by the end of the year. They are expected to chip in \$25 million a year to help improve facilities.

The Army has guest houses on its installations around the world. It has programmed more than \$40 million for new ones over the next three years.

"For this year, we've got about \$130 million for construction and improvement in MWR facilities. For FY '86, we're programming about \$150 million," the spokesman said. "Before 1981, the figure was about \$10 million a year."

Franchising has caught the attention of Army managers because of the Burger King experiment. The Army will have 15 stores operating by the end of the year, and each is expected to do about \$1.5 million a year in business. The average for Burger King stores nationally is about \$965,000, the spokesman said.

The Army's newest store, in Ansbach, Germany, is doing \$6,000 in sales a day—a \$2.2 million-a-year clip.

Army officials don't expect the store to maintain that rate, but they note that Army communities turn over every three years in Germany and every year in places like Korea. They believe that the novelty will wear off but that turnover will keep interest at least relatively high.

Meanwhile, they are also aware that 50 cents of each dollar from those AAFES franchise stores goes into the nonappropriated fund construction account.

*Swift is a Staff Writer of the Stars and Stripes*

# Who's who in USACFSC

Nine-Digit Zip Code Alexandria, VA	Office Symbol	Element		
22331-0500	DACF-ZA	Commander <b>MG Robert M. Joyce</b> AV 221-9461		AV 221-6759 —Marketing MWR and family initia- tives —Army Host, DPCA Briefs, DPCA tele- conferencing —Command infor- mation and pub- lic affairs
0501	ZB	Deputy Commander <b>BG Edmund S. Solymosy</b> AV 221-9633	0510	ZD Director, Business Operations (Was DAAG-ZB) <b>COL Edward H. Williams</b> AV 221-9008
0502	ZC	Chief of Staff/ Executive Officer <b>COL Richard H. Terrell</b> AV 221-9436		ZDR Chief, Army Recrea- tion Machine (Was DAAG-MBR) <b>Keith A. Craig</b> AV 221-9500 —Recreation machine policy —Audit
0505	ZI	IG/Internal Review	0511	
0506	ZJ	Staff Judge Advocate		
0509	ZSM	CFSC Sergeant Major <b>SGM J. A. Fraga</b> AV 221-9633		
0507	AE	Director, Program Analysis and Evalu- ation (Was DAAG-AE) <b>LTC (P) Lewis T. Turner</b> AV 221-6994 —Special studies —Analytical reviews —MWR planning —MWR policy	0512	LS-Z Deputy Director, Lei- sure Sales and Services (Was DAAG-MB and DAAG-DPR, MS) <b>COL EmRoy M. Gehlsen</b> AV 221-9703 —Business Opera- tions Division (DACF-LSB) AV 221-0563 —NAF Contracting Division (DACF- LSN) AV 221-0757 —Community and Skills Development Division (DACF- LSC) AV 221-8451 —Physical Activities Division (DACF- LSP) AV 221-9715 —Library Activities Division (DACF- LSL) AV 221-9702 ZDL Chief, Lodging and Hospitality ( <b>COL Richard H. Ross</b> ) AV 221 6981
0508	RM	Director, Resource Management (Was DAAG-NF) <b>LTC George G. Duffy</b> AV 221-8640* —NAF Investment Office (DACF- RM-S) —NAF Banking and Systems Office (DACF-RM-B) —Financial Admin. Division (DACF- RMA) —Program & Budget Division (DACF- RMP) —Risk Management Insurance Division (DACF-RMI) —Funds Management Division (DACF- RMN)	0513	
0504	ZXI	Chief, Media Market- ing (Was DAAG-DPI)		



		—Lodging initiatives			—Dependent Education (DACF-FSE)
		—Guest houses			IS Deputy Director, Installation Support
		—Hale Koa Hotel	0522		<b>COL Eugene M. Guglielmo</b>
0514	ZDF	Chief, Financial Analysis Office			AV 221-8451
	EU	Deputy Director European Operations (Was DAAG-MBE)		IS-RV	Retired and Veterans Affairs Division
		<b>LTC Peter Issacs</b>			AV 221-9144
		Roedelheim Mil/838		IS-IP	Installation and Personnel Support Division
		—Technical assistance teams			AV 221-9591
		—Recreation machines		IS-PA	Personal Affairs Division
		—Facility design			AV 221-8951
0515	US	Deputy Director US Operations (Was DAAG-MBU)		IS-PE	Armed Forces Professional Entertainment Office
		<b>COL Charles E. Perkins</b>			AV 221-9780
		AV 221-0194		IS-AFS	Interservice Sports Committee (will be renamed Armed Forces Sports Office in Jan 85)
		—Management Assistance Division (DACF-USM)			AV 221-8871
		—Facility Design Division (DACF-USD)	0523	NF	Deputy Director, NAF Personnel (Was DAAG-DP)
		—Training Division (DACF-UST)			<b>Mr. William McMullen</b>
	FE	Deputy Director Far East Operations (Was DAAG-MBF)			AV 221-6030
		<b>LTC Irard E. Jacobs</b>		NFB	NAF Benefits Division
		—Technical assistance teams		NFP	NAF Policy Division
		—Recreation machines		NFS	MWR Personnel Division
		Yongsan Mil. 7996		NFS-D	DOD Special Examining Unit Branch
0520	ZE	Director, Community and Family Support			AV 221-9038/39; 325-9065/66
		<b>COL Earl S. Greason III</b>		NFS-R	MSA Referral Branch
		AV 221-9009			AV 221-8789; 325-8795/97
0521	FS	Deputy Director, Family Support (Was DAAG-PS)	0524	ZEC	Chief, Community Facilities Office (Was DAAG-DPC)
		<b>COL Jacques B. Gerard</b>			<b>LTC Weldon W. Dickson</b>
		AV 221-9467			AV 221-8330
		—Army Community Service (DACF-FSA)			—MWR construction policy
		—Child Development Services (DACF-FSC)	0525	ZEF	Annual construction plan
		—Youth Activities (DACF-FSY)			Chief, Financial Analysis Office

## CSA on alcohol abuse

# General Wickham talks alcohol abuse and morale, welfare & recreation

*The following is an interview by Army Chief of Staff General John A. Wickham, Jr., with the Independent News Network*

**Will you summarize what you hope to accomplish by your "heretical approach" of turning drinking establishments into family centers?**

First, I would call our approach evolutionary rather than "heretical". We are capitalizing on the Army's emphasis on physical fitness and the broader movement in society. The Army officer and NCO club system began at a time when a small portion of the force was married. As the married content of the force increased, the programs of the clubs also changed. The Army takes very seriously its commitment to its families, as evidenced by this year being the Year of the Family. As part of that effort, we want to redirect our club facilities to make them more supportive of family life. That will lead us to providing more excellent dining opportunities and establishing physical fitness facilities. These positive initiatives will also take the focus away from alcohol and in the process, change the image of the clubs.

**How difficult will it be to accomplish that goal in light of the Army's longstanding traditions and practices?**

It may be difficult initially to change those longstanding traditions. One of the longstanding traditions is that the clubs were the domain of the soldier, not the family. One myth that grew out of that was the myth of the "hard drinking soldier." By opening the clubs, and encouraging broader family participation, we will dispel that myth and create the environment where alcohol is accepted but not the focus of all activities. Our long range goal is to establish family fitness centers, consisting of child care, dining facilities, and fitness activities.

**How does this phenomenon fit into the Army's war against drugs and alcohol?**

The shift in the club system complements our efforts to eliminate

drug and alcohol abuse from the Army. Our basic philosophy is that substance abuse is incompatible with military service. We have developed a multifaceted approach to deal with this problem, one aspect of which is to change attitudes and behavior concerning the use of alcohol. An expected outcome of the re-orientation of the club system is to focus attention away from drinking toward more healthy alternatives.

**What is your assessment of the progress in that war?**

The Army has made substantial progress in dealing with substance abuse. Results of personnel opinion surveys indicate that only about 18 percent of first term soldiers have used marijuana in the last six months. This is the lowest point since we began tracking 10 years ago. Marijuana is the most popular drug and first term soldiers are the primary abusers. Reported use of other drugs is extremely low. Our urinalysis program is a deterrent to drug taking. The fear of detection offers soldiers a weapon with which to combat peer pressure.

We have achieved a limited measure of success in reducing alcohol abuse and its adverse effects. Although the incidence of heavy

drinking remains stable, there are indications that moderate drinking is declining. We have substantially reduced alcohol-related fatalities resulting from private auto accidents, from 112 in 1981 to 80 in 1983. There have been 78 from January through September 1984.

**The Army led the way in desegregation and the expanding role of women for the rest of society. Do you believe that the Army will also lead the way in the detoxification of the nation from alcohol and drugs?**

I think that there is a national movement toward health which is very positive. In 1983, the Secretary of the Army declared a year of fitness; the Army continues that emphasis today. The Army needs healthy soldiers to accomplish its mission and healthy families to support the soldiers. Our mission demands from us an intolerance to substance abuse. Army leaders are committed to the elimination of substance abuse. If providing the nation with a healthy, ready Army, influences the rest of our society, we will have served our nation. Our major service is to maintain the peace or, if necessary, fight and win.

## Central Contract for Bowling

**WASHINGTON**—A review of NAF procurement of bowling pro-shop items indicated that merchandise was not always purchased to the best advantage of the Army. On 1 July 1984, basic ordering agreements (BOA) were finalized for a complete line of retail merchandise as follows:

Ebonite International, Inc.—Balls, bags, gloves, accessories and drilling equipment.

Dexter Shoe Company—Shoes.

Endicott Johnson Corp.—Shoes.

AMF, Inc.—Balls, bags, shoes, shirts and aids.

Brunswick Corp.—Balls, bags, and shoes.

Contact DACF-LS, telephone AUTOVON 221-0703 or commercial (202)325-0703.





The opening performance of the U.S. Army Soldier Show ended with a spectacular and patriotic finale in Washington, D.C. (U.S. Army photo)

## Soldier Show—All you can be—and more

**WASHINGTON**—In honor of the 50th Presidential Inaugural, a curtain will rise at the National Theatre marking the return of a distinguished Army tradition. The first Army Soldier Show in over 20 years will take the stage. A cast of 25 of the Army's finest performers will entertain theatre goers in four free performances on January 18 and 19, 1985.

Soldier shows date back to World War I, when Irving Berlin's "Yip Yap Yaphank" and other shows produced by soldiers were a powerful tool in building and sustaining morale. The shows continued through World War II when the popular Soldier Jeep Shows and Special Services Company Shows brought much needed entertainment to combat areas. "This Is the

Army" and "The Army Play by Play" were produced on Broadway and were praised by both critics and public.

The 1985 Army Soldier Show, titled "All You Can Be—And More!" is a singing, dancing, musical variety celebration of America. It is supported by the famous and popular Army Blues. Complete with extensive sets, costumes and even fireworks, "All You Can Be—And More!" is an entertainment package for the entire family, and it's free!

The special Inaugural performances are scheduled at the National Theatre, 13th and Pennsylvania Ave, N.W., Washington, D.C.



PFC Christopher Lussier of the 24th AG Band, Ft. Stewart was chosen for his musical and vocal virtuosity to be one of the performers showcased in the U.S. Army Soldier Show.

### Performance schedule

Jan. 18—Washington, D.C.  
 Jan. 19—Washington, D.C.  
 Jan. 26—Boston, MA  
 Jan. 28—Fort Dix, NJ  
 Jan. 30—Philadelphia, PA  
 Feb. 2 —Buffalo, NY  
 Feb. 4 —Detroit, MI  
 Feb. 7 —Milwaukee, WI  
 Feb. 9 —St. Louis, MO  
 Feb. 11—Fort Leonard Wood, MO  
 Feb. 14—Fort Hood, TX  
 Feb. 18—Dallas, TX  
 Feb. 20—Fort Polk, LA  
 Feb. 23—Montgomery, AL  
 Feb. 25—Fort Benning, GA  
 Mar. 1 —Atlanta, GA  
 Mar. 3 —Fort Stewart, GA  
 Mar. 5 —Fort Jackson, SC  
 Mar. 7 —Fort Bragg, NC



# MWR automation

Howard S. Wilson

## Evolution of MWR automation

Several generations of equipment already exist in MWR activities at the installations. They range from the most rudimentary personal computers and wordprocessors, to cash registers with varying degrees of sophistication, to complex minicomputer systems. Their continued and effective use depends on the aptitude, experience and expertise of the management staff in place at any time.

The costs associated with ADP equipment acquisition vary significantly according to the number, material significance, and the geographical dispersion of MWR activities. A reasonably complete microcomputer system for initial MIS and office automation applications may be procured for \$9,000. Stripped down versions are approximately \$3,000. Many installations would require multiple systems.

Point of Sales (POS) equipment consists of a networking of cash registers and other terminals first within a facility and then between facilities. Data can then be transferred to a central minicomputer which can usually access 100 to 300 megabytes of hard disk storage.

It is here that the central MIS reports are prepared. This system has the advantage of being better able to feed data to the historical accounting system with which it should be designed to interface. Costs are much higher for a POS/minicomputer MIS system than for a microcomputer. The Air Force is paying \$1,200,000 to provide POS/mini MIS systems for 12 individual clubs (\$100,000 each).

*While there has been significant progress in the automation of MWR activities, much work remains to be done if they are to fully benefit from computers. Most managers are still unfamiliar with computers. Many are either unaware of the potential benefits or afraid of the new technology. Through the introduction of microcomputers, operating efficiencies can be demonstrated, employee computer literacy enhanced, and selected personnel can be trained to operate and over-see larger, more complex systems which will offer even greater benefits to MWR activities, soldiers, and the Army family members.*

USAREUR (Wuerzburg) is just starting a \$300,000 minicomputer test. No POS terminals are planned for Wuerzburg at this time.

Generally, microcomputers, because they require less administrative and technical support, are desirable for initial office automation and MIS applications. POS systems coupled with minicomputers are probably the best long range solution, but require computer specialist support and end-user computer literacy that is currently not found in MWR activities at most Army installations.

## Initial major problems

In December 1983, an Automated Data Processing Equipment (ADPE) Study Group was formed to determine MWR management information needs and develop a system to satisfy those needs. The group was tasked to use standard off-the-shelf software (programs) and hardware (microcomputers and printers) in accomplishing its mission. The groups membership included representatives from the following Department of the Army Staff elements:

- Automation Management
- MWR Program Analysis and Evaluation
- Information Systems
- Morale Support
- MWR Business Operations
- NAF Financial Management

The Study Group found a number of major problems. There were no Army wide microcomputer hardware or software standards and AR 18-1 (Information Management) did not address NAF activities. Before October 1, 1984, only budget

approval was required to purchase computers. There was no requirement for a functional or technical review.

At the installation level, the AMO (Automation Management Office) generally provided very little automation advice/assistance to NAF activities. Not only did the potential workers have a lack of computer experience, so did management; there was a lack of automation experience at all levels of MWR administration. Some managers felt that automation was the solution to correct manual systems that didn't work. When this occurred, the result was usually "garbage in/garbage out". Finally, once the decision to buy a computer was made, procurement was slow and complex.

## Solutions

The MWR ADPE Study Group Report was distributed Army-wide in October 1984. It contained a functional approval requirement from the appropriate US Army Community and Family Support Center (USACFSC) regional office for nonstandard systems or those costing over \$20,000. It also identified "lessons learned" and established approved hardware/software.

The USACFSC US, European, and Far East Directorates have worked to improve their computer literacy. The directorates started a vigorous computer training program in March 1984. Thus far 19 directorate personnel have attended microcomputer training classes.

Two portable microcomputers are being tested as prototypes to be used on the Management Assistance



Teams for wordprocessing and financial analysis. This will also allow the team members to vastly increase their automation expertise through the daily use of the computers, enhancing their ability to provide automation assistance to MWR managers.

The USACFSC US Directorate Management Information Systems Team provides installation NAF managers with assistance in information systems planning, computer systems design, and implementation of a working automated management information system. Other functions include technical advice on beverage dispensing systems, cash registers, bar code scanners, and point of sale cash register systems (POS). Requests for assistance should be sent through MACOMs to the appropriate regional office.

Other sources of training are available. The MWR Business Operations Training Team teaches manual methods that can be automated. In the Summer of 1984, the Executive Club Management Course started including two days of hands-on microcomputer training. The class focuses on the use of electronic spreadsheets to perform financial analysis. The Basic Club Management Course at Fort Harrison is scheduled to offer eight hours of automation instruction starting in the Spring of 1985.

Templates, also called overlays, are formats entered into an application program, eg., an electronic spreadsheet. These provide the common information and formulas used for a specific application. They can save computer users countless hours by not having to "reinvent the wheel". The following templates have been developed by DACF-US:

- FY 85 Annual Operating Budget
- FY 85 Cash Budget
- FY 85 Installation Cash Summary
- Management Information System
- Labor Costing
- Tip Allocation Worksheet
- Retail Liquor Sales Accountability

Efforts are under way with The Assistant Comptroller of the Army (ACOA) to explore establishing procedures for the electronic transfer of

point-of-sales data from activities to the CAO. This would eliminate much of the re-keying of data and the preparation of the "stubby pencil" reports often required today.

## Regulation applies to NAF

In a major change, AR 25-5 Information Management (DRAFT) which replaces AR 18-1, applies to NAF activities. However AR 25-5 is written in APF language (PARR, PDIP, PBG, PPBES), and does not specifically address NAF (applies to all active Army). It does task the DOIM (Director of Information Management) to assist NAF activities. However, this support may receive a very low priority.

## Goals

While MWR standards have been developed for microcomputer systems, none exist for POS systems and minicomputers. Small POS systems that consolidate the data at the activity level are used in many class VI stores. However, no Army installations have installed central computers that "poll" the POS registers and then produce MIS reports. Additional study and testing is required before a standardized

POS/Minicomputer system for MIS and office automation is recommended. To expedite advancement in this area, a consulting firm may be contracted to analyze MWR information needs and develop guidance on the appropriate system architecture. This may ultimately result in designation of an installation to test prototype automated systems.

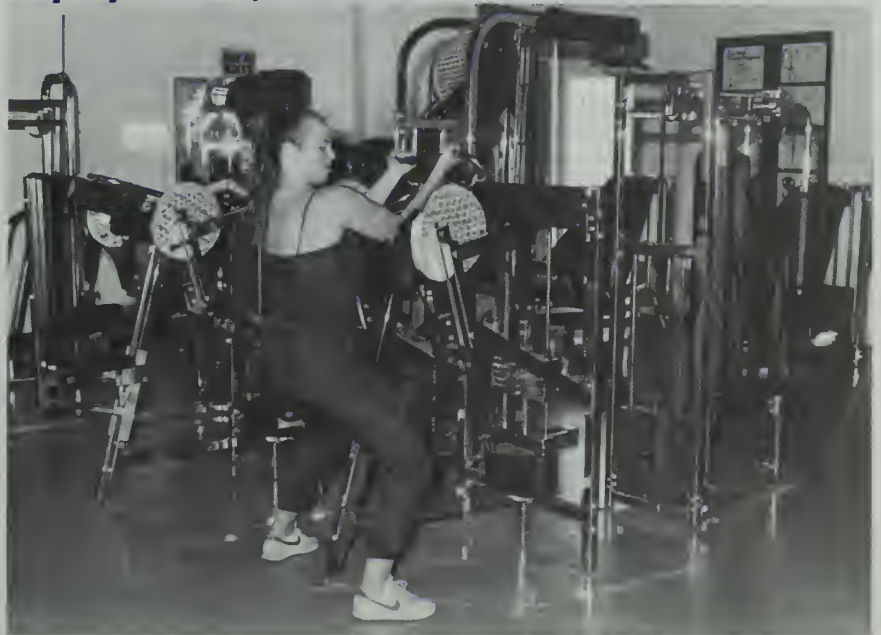
## Procurement

The current method requires MWR managers to competitively procure from local/regional vendor contracts and/or GSA lists based upon specifications and recommendations issued by USACFSC. It is slow, results in a greater number of brands being purchased, requires more local expertise, reduces standardization, and costs tend to be higher than other procurement methods.

Procedures to centrally purchase large amounts of automated equipment are being considered. This method should produce the best price.

*CPT(P) Howard S. Wilson is Chief, Management Information Systems Team, US Directorate, US Army Community and Family Support Center.*

## Equipment, dedication boost athletics



Twelve new Nautilus machines were recently installed in the gymnasium at Red River Army Depot, TX. The equipment is in addition to two air-conditioned racquetball courts, a basketball court, sauna, whirlpool, and just about every other piece of athletic equipment you can think of.



Lillian E. Miethke, Morale Support Directorate, 1st Personnel Command, receives the Bavarian State Medal of Honor from Minister (Dr.) Hans Eisenmann, Bavarian State Ministry for Food, Agriculture and Forestry. She was honored for her work as liaison between U.S. and West German hunters and fishermen during a ceremony held September in Munich. Miethke, a native of Skokie, Ill., directs the USAREUR hunting and fishing program and serves as the executive secretary of the 40,000-member Association of American Rod and Gun Clubs, Europe. (*The Bavarian State Ministry for Food, Agriculture and Forestry*)

## Mallison retires

**FORT MONROE, VA**—After serving 4 years in the U.S. Navy, Bob Mallison began his civil service career at Fort Monroe in 1950. In August 1984, Bob retired after 38 years of Federal Service.

Bob worked in communications, recruiting, and personnel during his

career. He saw the old CONARC headquarters become headquarters for the Training and Doctrine Command and has served as the Staff Exchange and Club Officer since 1974.

Bob is looking forward to many rounds of golf and hours of fishing in his new lifestyle. Good luck Bob, and thank you for a job well done.

## MWR Recipe Book Distributed

**WASHINGTON**—The third and final increment of the MWR Recipe Book (Soups, Sauces, Salads and Dressings, Fun Foods and Finger Buffets and Desserts) was distributed to Army MWR foodservice activities in November 1984.

During FY 85, a complete edition, which will include color photographs, will be published for MWR activities with full-food service operations. An abridged version containing recipes for sandwiches, soups and salads will be published for use by activities that provide limited food service (golf clubs, bowling centers, snack bars and other activities with fast food opera-

tions). Planned distribution for installation control is as follows:

- ACM/ICM—one copy of each edition.
- Catering offices—one copy of complete edition for each branch catering office.
- Full-Food Service MWR activities—one copy of the complete edition.
- Limited food service MWR activities—one copy of the abridged edition.

For information concerning the recipe book, contact **Judy Minzes/** AV 221-0702/ Commercial (202) 325-0702.

## Many young brides face adult problems

Sharell Ables

**FORT LEWIS, WA**—At 17, when most of her friends are worrying about their date for the prom, she's got a baby to take care of, bills to pay and a brand new husband who's acting like a stranger.

She's a teenage bride, married to a man in the military—a system that can do wonders if you know how to use it, but can be a nightmare if you don't.

So, how does she cope when the stardust wears off and reality sets in?

Sarah (the names of wives have been changed) got married when she was 19. She said it wasn't easy at first; there were all kinds of bills and two small children.

"When we were dating it was fun, and just us. When we got married that all changed. There were responsibilities that we never dreamed of," she said.

Judy, who married at 16, agreed. "My husband changed a lot when he got into the Army," she said. "Especially after basic and AIT. Besides, I was far, far away from home."

But Judy was raised with the belief that she should stay with her husband "no matter how alone I felt or how rough times were."

The Army is becoming increasingly aware of the problems these young women face. Gone are the days when young men heard: "If a soldier needed a wife, the Army would issue him one."

Today 52 percent of the 790,000 soldiers on active duty are married, and, according to a 1982 survey, there are probably about 25,000 Army wives—including those in uniform—who are 19 or younger.

These young women, who would normally be worrying about their next date or which college to go to, are having to learn to be wife, housekeeper, cook, accountant and often times a mother.

Unfortunately, many don't realize that the system they fear so much could help them out of many of their problems.



## Army week celebration

The Bamberg Military Community had an exciting slate of Army Family Week activities that included awards, children's and county fairs, magic shows, athletics and fun runs. ACS sponsored a seminar on "Shaping Your Child's Future Through Early Childhood Learning." Youth Activities held an open house and featured a seminar on "Prevention and Warning Signs of Teenage Drug and Alcohol Addiction."



## Stewart enlisted club

**FORT STEWART, GA**—Construction has started on a 27,800 sq. ft. enlisted club here.

The club will feature a two-level ballroom, automated bar equipment and a nationwide chicken franchise that has yet to be selected. Fort Stewart/Hunter Army Airfield club manager Gilleland said the club also will have a dual entertainment center that will allow two bands to appear at the club on the same night.

The facility is being financed with a \$3.5 million grant from the Army MWR Fund. It is expected to open in June 1985. COL James Spencer, director of the post Department of Engineering and Housing, said that most of the necessary facilities—housing and military construction—have been completed in the 10 years the post has been reactivated and that development can now take a new direction.

"Now, we're focusing on the quality-of-life things," Spencer said.

## Construction payoff at Irwin

**FORT IRWIN, CA**—Fort Irwin will soon break ground on a \$3 million physical fitness center and \$1 million worth of outdoor lighted multipurpose fields.

And that's just a start.

In the last 18 months, Fort Irwin has built or upgraded almost all MWR facilities, according to DPCA LTC John M. Henry.

Facilities completed are:

- \$1.5 million recreation center
- \$700,000 auto craft center with car wash
- \$300,000 youth activity center
- \$275,000 child development

center.

- \$100,000 batting cage and miniature golf course
- \$57,000 soccer field
- \$50,000 horse stable
- \$100,000 multipurpose court
- \$100,000 renovated bowling center

The morale support fund purchased nine 12-passenger vans for \$100,000 to give groups of soldiers an opportunity to visit the many Southern California attractions, Henry added. The vans rent for \$25.00 per day plus a \$10.00 cleaning deposit.

## MSA Computer lab

**FORT CARSON, CO**—Morale Support Activities here have opened a Computer Lab in the library. After a brief orientation, patrons with user cards can access eight computers. In just the first month of operation, 116 card holders regularly used the new service.

"Introduction to Micro Computers" classes are offered for a small fee. Over \$5,000 worth of software also has been ordered.

A "Computer Club" has been organized as a Category III Private

Organization and has 50 members. The club holds regular meetings which feature demonstrations, lectures, and instruction on computer related topics. Their latest meeting included an overview of electronic bulletin boards by COL Dave Hughes (USA-Ret.), an international authority on use of micro's and electronic bulletin board systems. Contact: R. J. Lee or CPT Wade at AV 691-3712 or R. Miller at AV 691-2350.

# What's happening at Army Communities . . . .

The **installation MWR fund** is working at Fort Sill. For FY 1985, a \$2 million net income is projected with a return of \$3.06 million to the troops in CPMC—and that doesn't include several major construction projects slated for Fort Sill. LTC Ward, AV 639-4001.

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**Alternatives to alcohol are offered at Fort Huachuca clubs.** They provide nonalcoholic beverages whenever alcoholic beverages are offered. Sponsors of catered functions are made aware of the availability of nonalcoholic beverages. Alcohol-free beer and wine and low-proof distilled spirits are offered at clubs and package stores.

Family participation at the Fort Huachuca clubs is encouraged through special prices for children. The clubs offer alcohol awareness education, shuttle buses for special events, and opportunities to work with the local community on safety and alcohol abuse awareness. CCH-PCA-ICM, Mr. Brunzman, AV 879-3589.

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A **designated driver program** was launched Navy-wide, Dec. 13. The program encourages club patrons in groups of three or more to designate a duty driver who will provide safe transportation home for the group. The goal is to prevent club patrons from driving while intoxicated. Incentives include free nonalcoholic beverages and unlimited coffee and soft drinks. A 'No Thanks' button is worn by the designated driver who can turn in the button at the end of the evening for discounts on future food purchases.

The Navy is providing promo materials to managers that include camera-ready fliers, advertisements, table tents, posters, 'No Thanks' buttons and promotional buttons for club employees, pads of discount coupons, press releases and a program brochure. DACF-ZXI, AV 221-6759.

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**Microcomputer users**, is your computer 'tied up' while you are printing a file? An inexpensive solution exists for this problem. Internal malfunction boards which include additional memory and a spooler, are available for about \$500. This frees up the RAM memory and allows the computer to perform other functions while the printer is printing. DACF-US, CPT Wilson, AV 221-9826.

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Fort Sill invested \$4,000 for 95 VHS tapes for a **video tape rental program** that's operated as part of ITT. Beta tapes were not procured because of low industry Beta sales. Fort Sill also bought three VCRs.

It's not unusual for a person to rent four or five tapes at the same time. Rental charge is \$3 with deposit equal to tape value.

Fort Sill is reinvesting 25 percent of the rental fees into new tapes. Warning stickers are placed on each tape to prevent duplication substituted for original. Also a warning is given against heat damage. Income to IMWRF from June through August, 1984, was \$3,077.85. Eighty-three tapes are rented per week. Mr. King, AV 639-6001.

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**The Fort Sill Co-Op program** connects units with companies and organizations from the local civilian community. CPT Larson, Quality of Life, DPCA, reports the program is getting results: renovations of community YMCA and post child development center, annual sponsoring of Southwest Oklahoma Special Olympics, helping elderly shut-ins—also golf, tennis, softball tournaments, and cookouts. The Co-Op program includes an appreciation day to thank civilian Co-Op members with post tours, visits to units and exhibitions. The Fort Sill community has a Co-Op Executive committee with military and civilian members. CPT Larson, AV 639-1121.

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Morale Support Activities has opened a computer lab in its library at Fort Carson. After a brief orientation, patrons with user cards can access eight computers. In just the first months of operation, 116 card holders regularly used the new service.

**'Introduction to Micro Computers'** classes are offered for a small fee. Over \$5,000 worth of software also has been ordered. A computer club has organized and has 50 members. The club holds regular demonstrations, lectures and instruction on computer-related topics. R. J. Lee or CPT Wade, AV 691-3712; R. Miller, AV 691-2350, AFZC-PA-MSA Fort Carson, 80913-5000.

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There are **civilian openings in the Club Management Course**, Soldier Support Center. Submit requests through channels to Ms. Cindy Mitchell, HQ TRADOC, AV 680-2161. Or contact Club Management Course, Soldier Support Center, Fort Ben Harrison, 46216, MAJ Kubiak, AV 699-4485.

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**Army commissaries** had an FY84 total revenue of \$1.59 billion. Surcharge collections amounted to \$78.1 million. The surcharge pays for construction, renovations and certain other operating costs. Mr. Rossetti, DACF-ZXI, AV 221-6759.

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MACOMS shared their expertise at the **TRADOC MSO Course conducted in USAREUR Nov. 18-Dec. 14, 1984**. Thirty-eight USAREUR MSO, CSDA or PA Coordinators, Library Coordinators and Community MWR Business Managers attended the TRADOC MSO course in Hauenstein, West Germany.

The course was sponsored by MSD, 1st PERSCOM, ODCSPER. A mix of USAREUR and TRADOC instructors instructed.

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There's a **heavy morale support promotional effort** at Fort Stewart with a dedicated MSA information office. An MSA activities information bulletin is published monthly. News releases are placed in on-post and off-post newspapers. There's a 27-minute video tape explaining MSA program offerings. Thirty-minute slide briefings are presented to newcomers. The information office has liaison with radio stations and newspapers. Mr. Wynn, P.O. Box 3262, Fort Stewart, GA 31314, AV 870-3319.

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The **Hale Koa Hotel**, AFRC, on Waikiki is number one in the resort business in the nation. This is the third consecutive year the Hale Koa Hotel has not raised its room rates. Occupancy is near 100 percent. There's an on-going renovation program. Food and beverage prices are about half of on-beach Hawaii hotels. Deglamorization affects beverage sales by about nine percent. DACF-ZXI, Mr. Rossetti, AV 221-6112.

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Contracts are currently being negotiated with *major credit card firms* to offer credit card services in **USAREUR** NAFI commencing in FY85. It is anticipated most major credit card companies will participate in extending this service. Plans call for initially offering this service at the Armed Forces Recreation Center. Services in community NAFI will then be phased in over the first six months of FY85. Acceptance of credit cards as a customer service has a number of benefits, e.g., increased customer satisfaction and increased sales for NAFI. (Mr. Kinnaman, AEAGA-RN, 2121-7156)

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**Restaurant retail sections** are gaining popularity. A gourmet case with cold salads and prepared entrees is popular, along with butcher shop, bakery outlet, pizza concession—and even caviar and a champagne bar. Some restaurants are reporting that up to 50 percent of their gross sales are coming from retail sales. A quality image is essential. DACF-ZXI, Mr. Rossetti, AV 221-6759.

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By **USAREUR DCSRM** message, 30 August 1984, subject: **NOW** Accounts for NAFIs, it was announced that effective 1 October 1984 this form of interest bearing checking account will become available to **USAREUR** NAFI. NAFI custodians and central accounting officers should insure that their regular checking accounts are changed to **NOW** accounts to gain the advantage of increasing funds through interest payments. (Mr. Kinnaman, AEAGA-RN, 2121-7156)

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**Morale Support Activities and Club Management** careers have been enhanced through the centralized referral program. Centralized referrals include GS grade levels 7-13 in the following specialty areas: GS-030 (Sports), GS-188 (Community, Outdoor, Youth), GS-1001 (Music/Theatre), GS-1051 (Music), GS-1054 (Theatre), GS-1056 (Arts and Crafts), GS-1101 (Clubs, Golf and Bowling), GS-301, Morale Support Officer (MSO), Community and Skills Development Coordinator (CSDA), and Physical Activities Coordinator (PAC).

For information, call Mrs. Robinson or Mrs. Fernandez, AV 221-8789 or AC 202-325-8789.

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**Army Family Week** was a big event at Fort Lee when some 17 activities were held. Featured programs included a full scale 'retirement' ceremony honoring the Fort Lee Three Families of the Year; a Health Fair sponsored by the hospital and DENTAC and an ACS-sponsored children's costume party. First Bn, QM BDE, was honored at the 'retirement' for having donated 590 pints of blood during the third quarter, FY 84. ATZM-PAC, Mrs. Bain, AV 687-2875.

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Fort Polk DPCA reports that **CPT Michael Lee Fields**, Deputy Morale Support Officer, Fort Polk, did **29,004 sit-ups** without legs bent, Sept. 14. He started at 4 a.m., Sept. 14, and achieved the world's record at 5:06 a.m. the following day.

Fields was inspired by a picture of his family, his Bible and his ranger cap.

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The Munich Military Community netted **\$152,000 from its 28th Oktoberfest**. Ticket machines speeded sales. Ice cream was a very successful seller. Private organizations made record profits. LTC Gimbert, AETS-MUN-A-MSF, APO 09407.

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At many small installations the **post restaurant** has the responsibility of providing food service facilities for the workforce on those installations. This includes food preparation and services at the clubs. In several instances it has been noted that the post restaurant also provides food and service to private parties booked by the club.

Even though club personnel book the party, supervise the set-up and service of the party and clean up the area afterward, the post restaurant does not reimburse the club a percentage of food sales/profit generated from those private parties. Clubs should receive at least ten percent of the net income to offset expenses associated with booking and supporting the post restaurant in executing these parties. DACF-USM, COL Perkins, AV 221-0194.

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The Munich Military Community arcade operation started a **pizza business**, which has continually grown since its inception. The best business is primarily in the evening and is staffed with off-duty military personnel.

The seven-day operation includes a lunch hour and weekend home delivery service. Frozen pizza shells are used with all other fresh ingredients added to the shell.

Sales have tripled since the early months and the Arcade/Pizza Center has become another Munich Morale, Welfare and Recreation program money maker. AETS-MUN-A-MDG, APO 09407, LTC Gimbert, (2521)6014.

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**Buying typewriters** may not be the best solution for administrative needs. Both wordprocessors and microcomputers with wordprocessing programs are less expensive than ever before. Check alternatives before you buy. DACF-US, CPT(P) Wilson, AV 221-9826.

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# Major changes to AFRC, Europe

**HEIDELBERG, WEST GERMANY**—The U.S. Army Europe announced today that it has initiated management and facility improvements at the Armed Forces Recreation Center (AFRC) based on the results of a management survey recommended by the Morale, Welfare, Recreation Panel of the House Armed Services Committee.

The survey conducted by Pannell, Kerr, and Forster provided the Army a comprehensive management and operational evaluation of all aspects of the AFRC. The PKF Study offered over 600 recommendations for improved operation of the AFRC and options for renovation or construction of facilities to replace the present AFRC facilities, many of which have been in use since the late 1940's. Additional recommendations focused on improved marketing, reduced labor expenses, and management reorganization.

The report recognized the recreation center's role as an essential con-

tributor to force readiness. It provides recreation, hospitality and other morale enhancing activities to maintain the well-being of the 600,000 military and military sponsored personnel in Europe. The report noted service members in Europe have a greater need for military sponsored recreation facilities than do soldiers in the U.S.

However, the report noted that the aging physical plant of the center's hotels and restaurants has outpaced management's capability to maintain the buildings. The AFRC hotels are 50 years old and were converted to their current use at the end of World War II.

In response to the report and the oversight concerns of the Morale, Welfare and Recreation Panel HQ USAREUR has initiated a positive and aggressive program to implement the PKF recommendations.

To date over one-half of the recommendations have been implemented. Future plans include provisions for:

- Separation of AFRC from the Garmisch military community, with the AFRC becoming a self-contained unit.

- Hiring a civilian executive director to manage the AFRC's operation.

- Transferring the sports merchandise stores from the AFRC to the Army-Air Force Exchange Service (AAFES) by 1 February 1985.

- Closure of the Columbia Hotel in Munich on 7 January 1985.

Actions will continue during 1985 to fully develop and implement new policies and procedures and to accomplish the renovation and construction planning recommended by PKF. USAREUR is committed to ensuring that our Armed Forces personnel and families are provided excellent and affordable facilities and recreation programs, structured around sound hospitality industry standards, fiscal responsibility and management control.

## Panel approves Sill fitness center funding

**Brian Padgett**

**FORT JACKSON, SC**—Appropriations for the \$5.76 million Fort Sill physical fitness center for fiscal year 1985 was approved by the congressional military construction committee last week.

When completed, the 62,000 square-foot fitness center will be one of the largest in the Army. According to Jim Hammond, Sill's chief of master planning branch at the Directorate of Engineering and Housing, Fort Rucker, Ala., and Fort Hood, Texas are two other posts in the Army with complexes of comparable size.

The center, in the heart of the post, will support 10,000 soldiers and their family members, and will house a 25-meter indoor swimming pool with eight lanes and two diving boards. It will also have two saunas, six racquetball/handball courts, three full-sized basketball courts

and an exercise room with weights.

This will be Sill's first indoor swimming pool, and it will benefit basic training soldiers, by allowing them to train year round for "drown proofing" classes, where they must learn to swim in full gear. It will also keep life guards up to snuff during winter months and enable soldiers with physical profiles to replace running with swimming exercises, said Don King, Sill's morale support officer.

There are six outdoor pools on Fort Sill that are used just five months out of the year because they're drained during the winter.

Presently, Fort Sill only has two smaller gyms—Goldner Gym and Honeycut Gym—designed to support 3,300 people each, although they handle many more. Because of the limited space in these facilities, the addition of the much larger cen-

ter will also free time and space for more youth activities, King said.

However, Hammond foresees that, with Fort Sill's growing trainee population there is a need for an additional gymnasium in the basic training 6,000 area for Field Artillery Training Center use. Hammond believes that the current basic trainee strength of 3,000 will grow to as many as 8,000 within the next few years.

"Trainees don't have easy access to any of the physical fitness centers because of their isolated location on post and their strict training schedule," Hammond explained.

The March ground-breaking ceremony will end a wait of more than a decade since Fort Sill first asked for the center.

*Padgett is a staff writer of the Fort Sill Public Affairs Office.*



# Post clubs moving toward community, family events

Randy Vaughn

**REDSTONE ARSENAL, AL**—The Redstone club system is taking part in the Army's move toward more community and family activities in the clubs.

And the system manager supports this trend away from emphasis on drinking in club lounges and bars.

"We hope to fully support the de-glamorized alcohol program by placing more emphasis in the food service programs, special function nights and other recreational type activities such as game nights," said **J. R. (Bob) Brown**, installation clubs manager.

Plans here include more party and meeting rooms, family food nights with items such as hotdogs and hamburgers, and outdoor events like barbecues and picnics. On the drawing board is renovation work at the NCO Club. "The first change that will be made will be a conversion of one of the lounges to a party-meeting room," Brown said. "We hope to have that room completed by first of January."

A request has been submitted for construction of a new Enlisted Club building. Plans are to include some recreation areas within the club. Depending on approval from a review committee and the Army, the new building is tentatively scheduled for

fiscal 1987.

The club system is mainly concerned with the membership's desires, Brown said. He pointed out that membership desires vary from one club to another. The Enlisted Club, for example, is for people in grades E-1 through E-4 while the NCO Club consists mainly of senior NCO's and retired military.

"We have to tailor the programs to the desires of the membership within the different activities. And to do that we depend on recommendations, suggestions from the club members," Brown said.

The system here consists of the Officers Club, NCO Club, Enlisted Club, Biscuits & Burgers, and the package beverage retail store.

"There's been a noticeable decline in sale of alcoholic beverages in all activities since May of '84," Brown said. He attributes this to an effective alcohol de-glamorization program. A continuous training program for alcohol server responsibility is provided by the Human Resources Development Office and the club system. It includes films and slides designed to train waitresses, waiters and bar personnel on how to detect and handle intoxicated patrons. "We have placed a lot more effort and emphasis on the program

since about August '84. We now have the attention of the employee and they're taking it quite serious," Brown said.

Handheld breathalyzers were introduced in the clubs in early November and are used frequently, according to Brown. "We hope they are an effective tool to inform the user when he has had enough to drink. And anytime he feels he's had too much to drink or we feel he's had too much to drink, we insist on getting him transportation back to his residence," he said.

Brown, 55, came here from Fort Benning, Ga., in July 1984. He started out as a club manager in Sendai, Japan in 1947. He feels the highlight of his career was the club system at West Point where he was deputy club manager from 1973-76.

The Cairo, Ill., native is in his 39th year of federal service, including 27 years in the Army and the rest as a civilian. His club career can be traced to when his father owned an Illinois night club. He and his wife Elaine have two sons—Rob, 18, and Army Sgt. Daniel Brown, who is stationed with the 503rd Airborne in Vincenza, Italy.

Brown's goal is "to provide the best possible service at affordable prices while meeting the desires of the membership and still keeping within regulatory requirements."

"We hope to create a feeling among the serviceman and his family that the club is not just a place to go drink but a place to socialize, meet friends and have a good time," he said, "and last but not least get home safely."

*Vaughn is a staff writer of the Redstone Arsenal Rocket.*

## Rainy day Rahs...



Cheerleaders patiently await the start of the big game. Youth Activities Centers in Ansbach, Illesheim and Crailsheim offer a number of activities for young dependents ranging from sports programs and summer camps to field trips and bubblegum blowing contests.

# Viewpoint

## Concern lacking for single soldier

Mickey Cutler

**HANAU, WEST GERMANY—**Family Advocacy. Battered Wives Shelters. Family Symposiums, Family Festivals. Join Today's Army, travel to exciting places, meet interesting people, just make sure you're married. The single soldier misses the boat in today's Army.

Does the single soldier even exist anymore? If so, where are all the fancy-named programs to help them out?

It's not that I'm against families and the programs that are designed to support them. It's just that in the Army's rush to provide all of this support, the single soldier is being left out.

This all came to my mind as I sat through a class for the backbone of the Army, the NCO Corps. My fellow NCOs and myself sat through a litany of advice on how to care for our soldiers. Not once in the hour-long presentation was a situation mentioned that a single soldier faces.

Instead, we were regaled with tales of divorces, wife-beaters, neglected children and the like. Not

once was barracks loneliness addressed, that most fatal of morale diseases that can lead to a multiplicity of other problems such as indebtedness, alcoholism, drug abuse and possible separation from the service under other than honorable conditions.

I am one of those people, single, who considers the Army as a family, and will do so even after I leave the service. Luckily, I've worked, and work today, in offices that "take care of their own." Come Christmas and Thanksgiving, invitations are handed out to the single soldiers for dinner, many times from THE CIVILIANS in the office. I've had my arguments with civilians, but I'll never forget their generosity that make sure no one is alone during the holiday season.

I've stayed in barracks, off and on, for five years. This post is the worst when it comes to NCO supervisors visiting their troops in the barracks, seeing where their soldiers live, what kind of conditions they live under, and just generally showing that they care about their sol-

diers.

A question was put to the NCOs in this class. They were asked how many of them had been on the third floor of the barracks, where about half of the soldiers in the barracks live. About five hands went up. I can't honestly believe that there were only five NCO supervisors for all of the people who lived on the third floor of the barracks.

Come 1625, the day ends. But if you're an NCO, and a supervisor also, your duty does not end there. Caring for your soldiers is a 24-hour-a-day thing.

If you don't care how your soldiers are living, then you don't belong in the NCO Corps. If you're not making sure they're being all they can be, getting the most out of the Army experience on their off-time, then you don't belong in the NCO Corps. If you're not willing to put a little extra effort behind those stripes you're wearing, then you don't belong in the NCO Corps.

*Courtesy Hanau Herald.*

## Single soldier says 'We're people, too!'

**FORT HUACHUCA, AZ—**It's tough being single.

In the Army, it seems even tougher.

Oh sure, your room and board is paid for, if you live in barracks; there's always some money left over to spend.

But there's something about living in the barracks soldiers have trouble dealing with.

What is it?

**Could it be inspections?** Maybe. Soldiers living in the barracks are always subject to inspections—anytime. Soldiers married living off post definitely don't have to hassle with that, or married soldiers living in quarters really aren't worried about it.

**Is it the rooms?** Possibly. They are fairly drab looking. They are cramped, especially if you have a

roommate. Decorating them requires permission—if it's something major. Would it be too tough for the soldier to make it like his or her room at home? After all, it is considered home for us.

**Could it be the people?** There's a chance. Some people can get along with everyone. They don't look at a person's color, race, religion, home background, etc. and base their opinions on these alone. They respect others who are "different" from themselves.

On the other hand, there are those who keep to themselves. They may not get along with everyone. If they meet someone a little different, they may feel intimidated or think their space has been violated. But if they live in the barracks, they have to get along. **The Army says so.**

These could be just a few of the

reasons barracks life is hard to handle. But couldn't there be one more reason? Could it be the most important? I believe so.

**Could it be that soldiers living in the barracks are seen in a different light than soldiers living off post or in quarters?**

I can recall instances in my barracks where we needed things, but days later, the problems still existed or we still needed something.

An upstairs shower had a clogged drain. Several soldiers complained about the problem and were told the problem would be taken care of. A week later the problem was still there. Many used the shower at the other end of the hall because the smell and mess in the latrine was gagging.

One soldier needed some light

*(Continued on page 27)*



# Viewpoint Letters

From one of the troops out in the trenches I want you to know that the recent message from General Wickham and the articles in the Army Times are a breath of fresh air and I am proud to see the Army take the lead in the all important area of the welfare of the entire community.

The alternate club forms or the "Multi-Purpose Club" are ideas long overdue but certainly make sense not only in serving the community better but also in saving construction dollars. I would love to have the opportunity of having one of these new concepts tested at Fort Huachuca. It is definitely time to break with the old traditional Officer and NCO Club images. We can do much better for our soldiers and their families.

Back in 1976, when I was managing Air Force clubs, I made a recommendation to go to a system of changing the concept of clubs to one more similar to what was happening "outside the gate." My suggestion was to drop the names Officer and NCO Clubs and operate facilities that everyone could use with one club card. The programs inside the facilities would determine the patronage. A multi-purpose facility could house many activities under one roof with one manager and be dedicated to the total community, not just a small segment.

*(Continued from page 26)*

bulbs in his room. He apparently didn't have a good enough reason, because he finally traded for them.

What kind of privacy does a soldier living in the barracks have? Virtually none. Recently, rooms were checked out several consecutive days. Sure there were some minor problems; isn't there always?

Do married soldiers living in quarters or soldiers living off post have violations of privacy? Rarely.

Soldiers living in the barracks have to deal with discrepancies, such as being told that the windows on one side of the building could be left open. The windows were left open, but suddenly that policy

Definitely more bang for the buck. There are endless ways to establish this.

Taken at the simplest level an installation could have a supper club type restaurant, a fast food disco, a country and western roadhouse operation, or a health center with a restaurant and snack bar offering a weight room, saunas, handball and racquetball courts as well as an indoor swimming pool. With the use of one club card a family or individual soldier could use any one of these.

The Hotel chain idea is a good one for the future but may run into problems with off-post owners of such lodging establishments. I think that these hotels should be built with our funds and operated by our own Army managers. This would be a true avenue of career progression for our outstanding managers. Just talking about this is exciting because it sure beats the heck out of our present billeting facilities. The ideal situation would be to build hotels that are also mini-convention centers that have the capability of hosting meetings, commander's conferences, dinner theaters, and community forums.

**Robert W. Brunsman, Club Manager, Fort Huachuca Installation.**

changed. Seems it's time to conserve energy. Why is it always soldiers living in the barracks always have to make the sacrifices?

Don't get me wrong. I'm not asking for sympathy or pity. But this is Army Family Week, where the Army is honoring and recognizing its families, and when you are celebrating the holiday Thursday, pause just a moment and think about the single soldier whose real family is hundreds of miles away. Just because we're single, living in the barracks, doesn't mean we're different. We deserve to be respected. We're people too!

**A soldier who lives  
in the barracks**

*Courtesy Fort Huachuca Scout*

## Club role. . .

There has been some discussion on the role of clubs in the Army as a result of the CSA message. Obviously, the message provokes thought on where we will go with future hospitality facilities and cues us to orient the club away from alcohol and toward better food operations and more family-type activities.

During my travels I have observed that clubs tend to serve more as a bar than as a dining facility. This leaves me with the impression that managers are uncomfortable with the food operation in their clubs.

The primary mission of the Army Club System is to provide a wholesome, entertaining experience upon which the Army's leadership can foster morale, welfare, esprit de corps and unity. This is done by providing superior service that gives soldiers and their families a fine dining experience. Alcoholic beverages are a complementary function that enhances the food operation. Food and its correct presentation can be an entertaining experience. Our guests will respond positively if we are successful.

Food is an activity that demands near perfection to execute. In order to achieve this perfection, the club manager must ensure that his staff is properly and fully trained and that it complies with established standards. The U.S. Region's Food Training Team has found club service staff members who have worked in their clubs in their current positions for over 15 years without receiving any training in their jobs. It is hard to ascertain why managers have felt it unnecessary or too difficult to train cooks, waiters, and waitresses. Surely, if we have standards of performance, methods of operation and employee development programs, the employee ought to be the recipient of training in these areas.

We, as managers, have to ensure that the primary mission of clubs, which is the serving of food, is accomplished in a professional manner. It's hard work, but the satisfaction of a job well done and the compliments from a happy guest make it worth the effort.

**EmRoy M. Gehlsen  
Colonel, GS**

**Director of Leisure Sales & Services**

# Consolidated IMWRF warehouse works

by Don Litewski

**FORT RUCKER,**—There is much discussion with varying opinions about constructing package beverage stores with a consolidated IMWRF warehouse. Fort Rucker, AL has constructed such a facility and reports the following cost savings and operational benefits since the facility opened in February 1984:

- One full-time warehouse worker position has been eliminated. (Annual estimated savings, \$15,600.)

- Bulk purchase of fresh produce is possible. (Annual estimated savings, \$12,500.)

- Facility includes commercial size ice machine and a bagger for resale. (Annual net income estimate is \$11,600.)

- Number of stock line items has increased from 600 to 840 to include complete line of low and non-alcoholic beverages.

- Warehouse has a small electric forklift, which reduces loading and unloading time.

- Installation of cash registers with counter scanners reduces cost of goods sold by one percent. (Annual estimated savings, \$26,800.)

- Allowed combining common resale and supply requirements thus reduces inventories in each activity. (Annual net income increase, \$5,000.)

- Annual net income estimate \$93,800.

If you are in the process of constructing a new package beverage store or have one in the five-year plan, consider having an evaluation made to see if this concept will work for you.

## Free magazine

**WASHINGTON**—The "Restaurant and Hotel Design" magazine is an excellent periodical available to MWR managers to increase their knowledge of facility design. The latest in innovative designs, interior decor packages, and furnishings are featured in this magazine.

**Restaurant and Hotel Design**  
633 Third Avenue  
New York, NY  
10017



## On pricing . . .

**Stephen O Rossetti**

In the 1970s there were artificially low charges for morale support services. Prices were kept low because Department of Army gave dividends to subsidize operating programs. FY 75-76 budget guidance guaranteed more dividends if installations met locally generated income goals. In the early 1980s, the VCSA-chartered MWR Review Committee introduced the concept of self-sufficiency (no more AAFES dividends for operating programs and CPMC-fund operations with LGI and appropriated funds).

PX dividends are now used to fund major construction. The result has been an increased emphasis on generation of NAF through fees and charges.

While the Army requires self-sufficiency, it does not mandate prices. Factors affecting pricing include the level of appropriated fund support, commercial alternatives, program size, labor costs, net income, facility condition, program quality, commander prerogative, and—in child-care—the level of federal-grant-income and mandated staff ratios.

Do many losers have to be subsidized? Yes, as long as the program is needed and it cannot take in as much income as needed to operate.

Commanders walk a tightrope between the need for affordable programs, community service requirements and reasonably priced alternatives for alcohol and drug abuse.

Those programs that can generate net income will be expected to carry those that don't. The maximum application of authorized appropriated fund support reduces NAF costs and improves the ability of activities to generate NAF income for use for NAF-required purchases.

Commanders must ensure common sense, business-like MWR pricing, effective training and public affairs to replace "money grows on trees" attitude with the program management knowledge necessary for short and long term improvements.

MWR Pricing and Performance Guidelines Pamphlet (DA Pam 1230-8) sets the parameters for pricing.



# USAREUR surveys and conducts workshops

**HEIDELBERG—USAREUR Recreational Interest Survey—1984.** The information was gathered from USAREUR-wide sample surveys of soldiers. Information was collected anonymously on questionnaires. Four thousand and ninety-four (4,094) usable response sheets were entered in the URIS-84 data base. This represents a response rate of 81 percent. A confidence level of at least 95% exists for all USAREUR-wide statistics.

**1984 USAREUR Fees and Charges Survey.** Information was compiled from 33 communities. One hundred and twenty-eight common services were surveyed. One trend demonstrated that more community MWR moved from the lowest fee scale toward a median than moved away from the median toward higher fees. Survey revealed pattern of extreme variation in pricing for similar or identical goods/services. USAREUR will work to develop specific techniques for pricing MWR fees and charges.

Standards to be developed will include: condition of facility versus USAREUR standard; quality and condition of equipment; personnel overhead; the local commanders goals and objectives.

**1984 USAREUR Morale Support Officers, Morale, Welfare and Recreation Policy and Management Workshop.** HQ USAREUR DCSPER, MWR Division, Morale Support Branch sponsored a three day workshop at Hauenstein, Germany (16-19 Nov 84). Theme of the workshop was "Dollars and Sense." Attendance included 37 MSO, 4 DPCA, and 5 community Business Managers. Including USAREUR, 1st PERSCOM, and ERO staff, a total of 72 MWR managers attended all or part of the three day workshop. Major support was provided by COL Ed Williams who briefed individuals on the new HQDA MWR organization.

**TRADOC MSO Course conducted in USAREUR.** Thirty-eight (38) USAREUR MSO, CSDA or

PA Coordinators, Library Coordinators and community MWR Business Managers attended the TRADOC MSO course at Hauenstein Germany, 18 Nov-14 Dec 84. Course was sponsored by MSD, 1st PERSCOM and ODCSPER. A mix of USAREUR and TRADOC instructors was used to conduct instruction.

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## Excise tax hike

**WASHINGTON—**In October 1985, the Federal Excise Tax on alcohol will increase from \$10.50 per proof gallon to \$12.50 per proof gallon.

Immediate planning is needed to establish drink prices that will include this increase, which will ultimately be passed to the consumer, at the lowest possible cost. Emphasis on low percentage alcohol drinks must be a primary consideration to at least maintain the present profit margin and hopefully increase it.

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Center, from page 1

in carrying forth gains made in Army community and family support during 1984, the "Year of the Army Family."

In 1983, Wickham issued a White Paper that emphasized the important role of the Army family. An ensuing Army Family Action Plan outlined a series of measures that were to be started and bolstered in 1984 to improve Army quality of life.

USACFSC will continue these improvements and align them with progress being made in improving community morale, welfare and recreation programs and facilities that care for soldiers and families during off-duty hours.

At the ceremony, General Wickham read letters he had recently received which were written by members of the Army family. One letter was written by a young soldier who had been seriously injured in a parachute accident and at first had not been expected to live.

"In the Army, people make up for things that go wrong," the sol-

dier wrote. "I appreciate what the Army is doing for its families and . . . I'm proud to be a soldier," the soldier said.

Voicing his belief that Army family initiatives must be continued, Secretary Marsh pointed out that the Year of the Army Family was meant to be a year of bonding for Army units, National Guard and Reserves and for the family of man.

The Army must support this "basic structure of all social organizations," he added. "We're here today to highlight and accentuate the contributions of the family," Marsh said.

The ceremony appropriately followed Thanksgiving day and the beginning of Christmas season, when families Army-wide gathered to renew bonds and give thanks for their bounty and blessings.

Maj. Gen. Robert M. Joyce, USACFSC Commander, said the challenge is to provide "what the Army needs." Those needs are based on changing demographic patterns that include more Army families, more working spouses, more discretionary income, more

mobility, more female soldiers and Army emphasis on alcohol abuse control and physical fitness. "The standard issue of community services won't work any more in the face of the changing times," Joyce said.

USACFSC will allow "innovative and perhaps unorthodox solutions to some of the more intransigent problems that confront Army families and the Army's MWR managers," Joyce said.

Joyce said that the new Center will contribute to the Army's Human Goal by improving the quality of life of Army servicemembers. The Army's Readiness Goals will be bolstered by USACFSC as it aids in retaining soldiers and providing better family services and facilities to soldiers who often are called away for extended periods of training.

In October, General Wickham told Army Commanders that the Army is capable of having "facilities that support both our Army goals and the sense of family and community that will strengthen Army readiness which rests in large part on the well being of families and soldiers."

## Dynamic duo cited for can do attitude

**FORT MCPHERSON, GA—Mat-tie Barnes**, food service worker extraordinaire, has faced the Fort McPherson lunchtime crowd and the breakfast bunch for 11 years. In that time, she's developed a reputation for speedy service with a smile. This past June, Barnes was recognized for her dedicated service with a superior performance award for her exemplary work for the past two years.

The citation reads: "Renovation of the bowling center snack bar causes the average daily participation to more than double. Through Mrs. Barnes' efforts and hard work, the service continued to be prompt and efficient with customers first.

**Derie Shipmon**, another bowling center employee, also was recognized for his contributions to the center.

According to **Mike Jag**, assistant morale support officer, the overall center facelift has "increased patronage." The employees consistently "exceed their performance

standards," Jaga added. Morale support officer John Dickerson said Barnes and Shipmon "set a fine example for others to follow." Both two-time recipient Shipmon and Barnes offered advice on how to get awards for outstanding performance. "Go beyond your normal job duties and show some initiative," Shipmon advised. Added Barnes, "Be courteous to your customers and co-workers. Be not only a good cook, or whatever your job is, but a good listener as well. Put those you serve first, and you'll be noticed."

The dynamic duo has seen many changes at the bowling center in over a decade of working there. Shipmon's job is easier due to better equipment, and Barnes' workload is eased by more workers at key periods. The progress hasn't changed their basic philosophy one bit.

"We don't mind working hard because our customers are worth it," they chimed in.

You can't argue with that one.

## Soldiers "Take the Stewart Challenge"

**FORT STEWART, GA—**The introduction of non-alcoholic beverages recently took on a new marketing concept, as the Ft. Stewart Club System staff with the assistance of the MBOD FORSCOM management assistance team, dared the soldiers of Ft. Stewart to "take the Stewart Challenge." The Officers and NCO's at the Colocated Club were given "blind taste tests" (like Pepsi), and asked to identify which product was the "real thing." Both a non-alcoholic beer and wine product was tested by the members.

While most of the patrons were able to tell the difference, the surprising fact was that patrons showed a considerable amount of discrimination. For example, most people tasted each product several times before they made their final decision. Club patrons were generally surprised at the quality of the non-alcoholic products, particularly the non-alcoholic beer.

While management does not expect many patrons to switch from "regular" beer (Coors in the test) to "non-alcoholic," on a regular basis, the taste test did increase club patron awareness of a quality "situational substitute" for alcoholic beverages. For example, patrons were now aware that they could switch to a non-alcoholic beverage in situations where consumption of alcoholic beverages was either impossible (e.g., lunch for military in uniform) or not advisable (e.g., driving). One patron commented that he would like to see the non-alcoholic beer introduced in unit training field exercises.

The "Stewart Challenge" has proven to be an excellent method of marketing non-alcoholic products. The "taste test" is an excellent method of raising the awareness of soldiers of a non-alcoholic substitute.

## Corporate recreation sponsorship

**WASHINGTON—"Life. Be in it."**

The popular recreational program is currently being offered at eight Army installations, including Forts Bragg, Bliss, Huachuca, Jackson, Ord, Polk, Hood, and Sam Houston.

Sponsored by the Ford Motor Company under the auspices of the National Recreation and Park Association (NRPA), the program is designed to "plug into" existing programs at each base, but with the added excitement and attractions that a corporate sponsorship can provide.

Ford will supply promotion support packages designed to increase participation in Army recreation programs offered to military service personnel and their dependents. Prizes, T-shirts, caps, advertising support, sports equipment and complete tournament materials are provided with no cost to the military. In return for underwriting the "Life. Be in it" program, Ford will be identified on all program materials and promotional items. The NRPA should also receive a high degree of visibility through the program.

Activities selected for the program will relate to existing activities such as volksmarch, volleyball, softball, and jogging among others. By tying into existing programs, the additional time required of installation program directors and personnel to implement the program can be minimized, while offering a new dimension to Army recreation activities.





# Car care center gets new shine

Crystal Laureano

**FORT McCOY, WI**—Fort McCoy's Auto Craft Shop has undergone many changes since it's closure this winter, making it a cleaner more organized area to work on automobiles.

"Last fall the place was a shambles," said **Dave Widener**, shop supervisor. Tills were broken, the building was dirty, unorganized and used spark plugs, screwdrivers and other items were hanging from the ceiling and on the walls.

The shop was closed from November thru Jan. 15, during which time Morale Support Activities staff members worked on the improvements.

"We completely cleared one area of the building at a time to clean and paint," said SP4 Jerry Kuehn, assistant shop manager. "We also re-

paired tools, built storage areas and the cage and counters for the sales area," he added.

The craft shop is equipped for almost any type of maintenance to include engine overhauls and body work, said **SSG James McMenamin**, shop manager. "We have a wide variety of tools—standard and metric, valve grinder, two engine diagnostic machines, tire changer and a degreaser," he continued.

The shop has three bays, two with double post lifts. Tool boxes have been installed for each bay, but complete sets of tools for each, though on order, have not arrived. "The boxes are installed so that when the tools arrive they can be put there immediately," said Widener.

The Auto Craft Shop has one feature that isn't very common among

auto craft shops, especially on a small post like McCoy, said Kuehn.

For the convenience of the patron, the shop sells brake, transmission and windshield fluid, battery terminals, hose and tune-up kits. "This is especially helpful for the guy who has his car torn apart and has no way to get to someplace to purchase what he needs," said Widener.

Future plans for the Auto Craft Shop include a steam cleaner for engines. "I am currently involved in a survey to see if there are enough people interested in a motorcycle repair bay," said Widener. "If there is, then we may be able to add one."

*Laureano is a staff writer of the Fort McCoy Public Affairs Office.*

## Fort Riley, Kansas State cooperate

**FORT RILEY, KS**—Enhancing services and expanding cooperative ventures in education was the purpose of the recent signing of a "Memorandum of Understanding" between Fort Riley and Kansas State University (KSU).

This "agreement" solidifies the effort made by personnel at KSU and Fort Riley to provide these services and ventures between the university and the post.

"In the mission of both the military and the university we have the responsibility to use our resources most efficiently and effectively. I believe it will be achieved by this agreement," Duane Acker, president of KSU said, while taking part in the signing.

Among activities involved with the venture program arranged by the Directorate of Personnel and Community Activities (DPCA) are:

- KSU offers degree completion programs at Fort Riley through the Old Trooper University. They will establish television courses in conjunction with the degree program.

- The civilian personnel office will coordinate education services from KSU for the civilian workforce

at Fort Riley. They also will develop cooperative education programs like "Industrial Engineering," "Wildlife Management," and "Computer Automation."

- Community service programs will be coordinated by Army Community Services (ACS) with KSU. They also will develop financial counseling/planning programs and consumer training programs.

- Community recreation activities will be coordinated by the DPCA and the athletic department, music department and restaurant management school at KSU. A practicum in restaurant management in the Fort Riley club system has already begun.

- The Directorate of Facility Engineering will coordinate management training programs and fish and wildlife management research projects with the KSU Engineering College and Department of Biology.

- The Fort Riley veterinarian will coordinate management of the post's bison herd with the KSU School of Veterinary Medicine.

- The Fort Riley Medical Command (MEDDAC), Dental Command (DENTAC), Army Family

Advocacy Program (AFAP), and the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) will place KSU students in intern positions or provide practicum to medical, dental, and social services students.

## Hand-picked crew

*Belvoir management trying hard*

**FORT BELVOIR, VA**—The main club here has a new home, a new lunch program and a newly-remodeled interior.

The Main Club is now called the Essayons Club (Engineer motto, "Let us try") according to **David Burke**, club manager. Burke believes that the Essayons Club has an unbeatable combination of price, service, and atmosphere. "Our service personnel have had extensive training," he added. "In fact, each employee has 100 hours of customer service instruction through video tapes, seminars and hands-on experience. We have a fantastic hand-picked crew. They care about the club and its customers. They want the food operations to be a success."

# Family Focus

## Centers ease jobs for family members

WASHINGTON—Traditionally, Army Community Services has offered informational assistance and referral counseling to family members seeking employment. Now it's expanding that practice, teaming up with local civilian personnel offices in centralizing employment information services.

Army installations worldwide will be gradually introducing the employment information centers to provide convenient employment information for family members and others seeking employment, according to ACS officials. The emphasis comes in response to the Army's family action plan.

Ideally, the program will provide access to employment information

on a walk-in basis, on-the-spot referral to other employment sources, and a centralized location for displaying a variety of employment information for both part-time and full-time positions. It also offers information on volunteer positions.

Several installations already have developed an employment information center, ACS officials said, adding that the program should be available at most installations by 1990.

In the meantime, Army personnel officials are giving the go-ahead for local civilian personnel offices to proceed with planning and coordination of center development through their use of ACS volunteer support. (Arnews)

## Exceptional!



The Army's Exceptional Family Member Program is designed to identify military family members who have special needs. Those needs are then considered during the sponsor's assignment process. Here, Kristen Dowdy enjoys some of the EFMP learning aids provided at Fort Jackson.

## ACS targets abuse

WASHINGTON—The Army's Family Advocacy Program addresses child and spouse abuse to include prevention, education, awareness, identification, reporting, treatment, counseling and safe shelters. AR 608-1, *Army Community Service (ACS) Program*, requires installations to establish procedures to identify, report and respond to cases of child and spouse abuse. The program is monitored through ACS reports, Family Advocacy Program funding reports and staff assistance visits. At the installation level, it is a command program with ACS, medical, legal, chaplain, law enforcement and civilian social service agencies as active participants.

Many commanders consider it a manpower conservation program. It identifies child and/or spouse abuse early, provides services to correct the problems and works with commanders to ensure appropriate disciplinary measures are taken if soldiers do not cooperate or if there are continuing episodes of abuse.

Commanders' responsibilities are to ensure soldiers receive counseling and assistance as recommended by the multi-disciplinary Family Advocacy Case Management Team. Primary program responsibilities are shared at the installation level between ACS and the Medical Treatment Facility.

## Club boosts families

FORT JACKSON, SC—The Fort Jackson Club System recently contributed to a successful Army Family Week evening at the Fort Jackson Recreation Center.

The club system provided an ice sculpture depicting the symbolic meaning of family. The sculpture was flanked by two lobsters resting on pineapples and adorned with red and green cherries and floral arrangements of red carnations.

The display was further garnished with several food trays and non-alcoholic wine and non-alcoholic frozen cocktails. The NCO Branch Manager, Clearottis Birge said of the evening, "Nothing is too good for our soldiers."



## Baby seats available for loan

**PFC Brian Padgett**

**FORT SILL, OK**—Children are being seen, heard—and taken care of as the Army focuses in on “year of the family.”

Tying in with Oklahoma’s—and the nation’s—campaign to keep children safe while they’re in cars, 31 baby seats were donated to Army Community Services June 21, by the Officer’s Wives Club as part of Fort Sill’s “Buckle Up Your Baby” program.

According to **Bill Taylor**, ACS

chief, the donation wouldn’t have been possible without the hard work of Mary Anne Snow, mother of three children and wife of Maj. Richard Snow, executive officer for 4th Battalion, 4th Field Artillery.

**SNOW SAYS** she gets angry when she sees people driving around with their babies not in safety seats. “I have 20-month-old twins and spent \$80 for their seats. It only takes good common sense to know what an accident can do to your

baby. Then you won’t think twice about buckling him in for his own safety.”

Donating baby seats to ACS has always been in the back of Snow’s mind, but she finally decided to take action only after she saw an officer driving on post with his baby in arms.

“That’s hardly a good example to set for your troops and,” Snow said, “people should be smarter than that.”

## Sill targets family violence

**FORT SILL, OK**—Family violence is a serious problem in the U.S. An estimated two million children are abused and neglected annually with two thousand dying as a result. Spouse abuse is still considered to be the most common unreported crime in the country today.

To combat this problem, DOD di-

rected that each service develop programs for violent families. TRADOC announced a campaign against child abuse and designated April as Child Abuse Prevention Month.

Fort Sill did its part to meet this demand by instituting Family Advocacy Training sessions during

April 1984. Attendance was mandatory for all battery commanders and first sergeants.

The major objective of these programs is to enable people to identify families experiencing violence so that services tailored to the problem can be provided.

## New Sergeant Major for USACFSC



**SGM Juan A. Fraga** accepts the USACFSC flag from **MG Robert M. Joyce** at the Nov. 23, 1984 Pentagon activation ceremony for the new Center. Fraga has been named Sergeant Major of the USACFSC. He is well suited for the position, coming from successive prior assignments as Deputy Installation Sergeant Major, Fort Hood; DPCA Sergeant Major, Fort Hood; Operations Sergeant Major, 1st PERSCOM; and Personnel Sergeant of the 2nd Infantry Division. As a member of the commander’s personal staff, Fraga’s role at USACFSC is to represent enlisted persons’ viewpoints at the Center and interface with enlisted personnel working in community and family support programs. Fraga also will deal with the senior NCOs regarding Center issues.

## Arts & crafts open resale store

**FORT MONROE, VA**—The inception of self-sufficiency and the implementation of financial goals in conjunction with Installation, Morale, Welfare and Recreation Fund (IMWRF) Test have caused a 180 degree change in the Army Arts and Crafts programing and management policies.

Only a few short years ago, our main concerns were keeping our programs current with new activity and equipment developments in the civilian community, developing ways to increase participation, providing instruction for individuals and classes, and filling out the "282".

Today, we are still concerned with most of the above, but something more has been added—self-sufficiency and IMWRF. Today, we continue to strive to keep ourselves and our programs current with new developments in approximately 20 major arts and crafts activities. We also are deeply involved in establishing fees and charges, obtaining maximum appropriated fund support,

developing activities designed primarily to generate funds, and searching for ways to decrease non-appropriated fund expenses.

From all indications, it appears Army Arts and Crafts programs should give serious consideration to the "open resale store" concept. This is designed to be a commercial enterprise. Instead of limiting the inventory solely to support projects completed in the Arts and Crafts facilities, the inventory should be increased to include items, materials, and tools which can be used on projects at home.

Stores should be laid out to be self-service operations with emphasis on merchandising. Adoption of the Open Store concept should result in increased sales. Increased sales can lead to increased shop participation and the opportunity to decrease or eliminate usage fees—something all of us would like to see happen.

To be a success, the store must be operated as a civilian commercial enterprise. The arts and crafts resale

store operation cannot be expanded without extensive research. The wants and needs of the purchasing public must be determined. The purchasing power and the demographics of the military community must be considered.

Resale store personnel must become conversant with marketing and merchandising principles. After these actions have been taken and the data analyzed, the decision as to what and how many items you want to stock can be made. Then the Post Exchange manager must agree to the expansion.

Fort Sam Houston, Texas, and Fort Ord, California, have operated open stores for some time; and Fort Sill, Oklahoma, is setting one up. For more information; call Mr. Frank Piez (Fort Sam Houston), AUTOVON 471-5655; Mr. Dick Puckett (Fort Ord, California), AUTOVON 929-3707/3584; and Ms. Jan Osthus (Fort Sill), AUTOVON 639-4824/5687.

*Courtesy TRADOC MWR Bulletin.*

## Professional Association Membership

**WASHINGTON**—For your information, a portion of paragraph 3-14i, AR 215-1, 20 August 1984, is quoted as follows: "NAFs may be used to purchase memberships in professional or trade associations as follows:

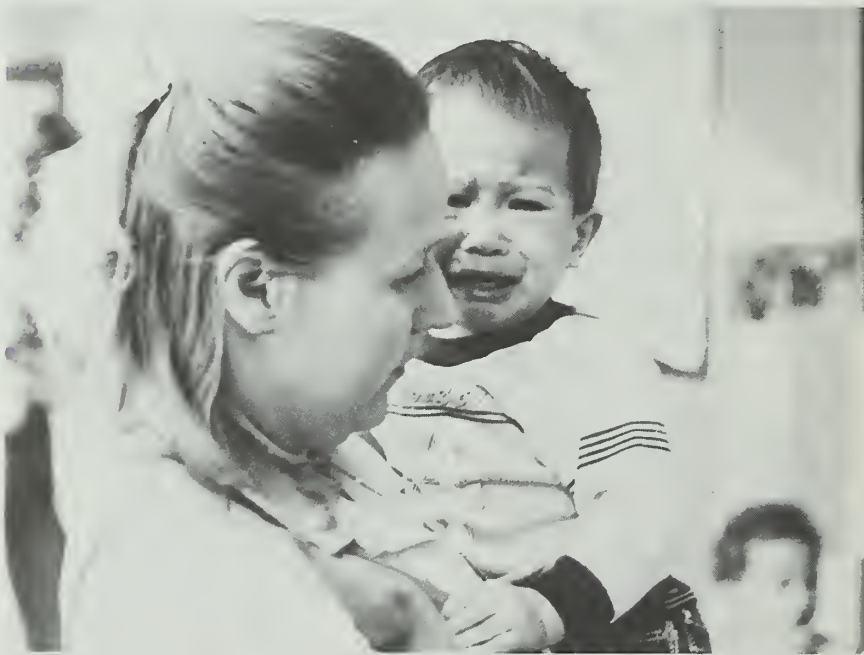
a. The membership will be purchased in the name of a position within an MWR activity (e.g., membership in a national military club-association will be in the name of the installation club system, not of the manager).

b. One membership per MWR activity is authorized.

c. Memberships will be paid from the NAFI supporting the MWR activity in whose name the membership is registered.

d. The NAFI council must approve use of NAFs.

e. This policy applies to MWR activities in categories II, III, V, and VI.



**NO MORE TEARS.** Smiles aren't always present during the Ansbach Military Community's annual Noncombatant Evacuation Exercise (NEOX). Close to 6500 civilians will process through local elementary schools in order to rehearse mass evacuation procedures in case of an emergency. This year, volunteers will watch small children while parents process and additional processing tables will be set up to help make the operation run more smoothly.



# Getting them out of the barracks and into community life

**WUERZBURG, W. GERMANY—**The Wuerzburg MWR News is published by the DPCA Community Information Center. Wuerzburg's Community Information Center was created to get the word out on MWR activities. "We believe that the great Wuerzburg Community is remarkable," and want to let sol-

diers know about it, said **LTC Robert L. Hinson, Jr.**, Community Director of Personnel and Community Activities. **Susan Burgess** heads up the effort which also has developed a "Stockholder's Report" to annually update soldiers and families of MWR developments. Also, soldiers can call an "Activities Line"

for a 60-second recorded rundown of community events. Burgess is assisted by a staff that includes: **Margaret Szaro**, Director of Art and Reproduction; **J. Denise Kinney**, Illustrator; **Judy Kinshaw-Ellis**, Director of News and Information; and **Artie J. Martin**, Secretary.

## Graduate courses for armed forces recreators

The Department of Recreation and Park Administration at Indiana University has announced a new schedule of graduate courses aimed at armed forces morale support program managers.

The schedule calls for the core courses in the department's masters degree program to be offered in special two-week sessions spread over a three-year period. Completion of these courses plus transfer of credits (up to five hours), attendance at some of the department's other one- and two-week credit bearing workshops, and/or completion of inde-

pendent study assignments would make it possible for a practitioner-student to fulfill the requirements of a masters degree within three or four years.

The schedule will begin in August of 1984 with a two-week course on Management of Computer Resources in the Leisure Services. It will be followed in the 1984-85 school year with two-week sessions on Leisure Services in Military Settings and Finance Budgeting. Other credit bearing sessions during the 84-85 school year include the Executive Development Program,

Great Lakes Training Institute, Outdoor Recreation Consortium, Management of Computer Resources for Park and Recreation Executives, and Recreation Center Programming for Young Adult Populations (limited to AF personnel). There are also several opportunities for independent study projects related to the development of curriculum in Armed Forces Recreation.

Persons interested in obtaining more information should contact: Professor Daniel Sharpless, HPER 133, Indiana University, Bloomington, IN 47405, (812-335-4711).

## Club jobs

The Army needs soldiers in the grades E-5 and E-6 to fill openings in the club management career program, according to Military Personnel Center officials.

Soldiers must have less than 16 years of service and also have previous experience in food service, business administration or financial management.

Selected soldiers will receive on-the-job training in a club manager position before attending a nine-week club management course at Fort Benjamin Harrison, Ind.

Before submitting applications, MILPERCEN officials say soldiers should contact their local MILPO and follow the procedures outlined in Chapter 7, AR 614-200. "Selection of enlisted soldiers for training and assignment."

Applications should be submitted through command channels to: Commander, USAMILPERCEN, ATTN: DAPC-OPA-C, 200 Stovall Street, Alexandria, VA. 22332-0400.



The stars of the show "Someone to Talk to," are the puppets who, with the help of counselor Norma Deery of Pierce Terrace Elementary School at Ft. Jackson, gently inform children about child abuse. The show attempts to present child abuse and neglect situations in a non-threatening manner, and to encourage the children to confide in a trusted adult should they experience similar problems.

## **Army managers honored for achievements**

**Stan Tulleo**

Net profits for the Army in Hawaii increased in one year by over \$300,000 thanks to **Harold K. Okita, Jr.**, general manager of the U.S. Army Golf Association, and to **David Seidl**, assistant installation club manager of the U.S. Army Club System.

Both managers thank their employees.

Okita has been awarded the 1984 International Military Recreation Association Senior Management Award. Seidl was selected as winner of the 1984 International Military Club Executives Association Annual Achievement Award.

Okita and Seidl are pleased to receive the awards, but they are quick to credit those men and women who work for them.

The IMRA award will be presented to Okita later this month at the IMRA Annual Conference, held this year in Alexandria, Va. Col. P. B. Harrell, director of personnel and community activities, USASCH, nominated him for the award for increasing membership, making facility improvements, initiating training and golf programs as well as other accomplishments including increasing the golf association's net profit by \$68,000.

"Hal Okita brings to the golf association a combination of professional and personal traits that are close to unique," Harrell stated recently. "He is a proven executive who loves people and the game of golf. We are lucky to have a guy with his talents."

Okita assumed the duties of general manager in 1982. He manages the Kalakaua, Leilehua and Fort Shafter golf courses, overseeing a staff of 88 employees and an annual operating budget exceeding \$2.6 million.

Okita, who holds a master's degree in business administration, believes that two qualities are essential in a good manager: listening to his employees and informing them how their part fits into the whole.

He seeks out this two-way communication regularly.

"I visit all my people, to include the last person down the line, to talk and listen to them," said Okita, a retired Army officer. "I want to know if they think we can do something in a better way."

In February 1984, a Department of the Army team appraised the golf association as "the best managed golf operation that has been reviewed."

To such accolades, Okita responds, "I'm fortunate. I've got good people who work for me."

Seidl received the IMCEA award in May. According to his boss, **LTC Douglas J. Holtz**, installation club manager, one of Seidl's many accomplishments in particular would have qualified him for the award—increasing the club system's net profit by over \$250,000.

In its nomination letter, Holtz credited Seidl as "the single most important factor" responsible for this stunning achievement.

Seidl transferred to the U.S. Army Club System, Hawaii in May 1983 as assistant installation club manager. Almost immediately he became acting installation club manager.

Over the following seven months,

## **Bragg clubs upgraded by '85**

**FORT BRAGG, NC**—The Fort Bragg Club System is on the verge of an exciting time of renovation and construction. According to Installation Club Manager **LTC Michael Nelson**, major projects affecting both the Main NCO Club and Main Officers' Club are scheduled to get underway in February 1985.

"The renovations are an effort to improve the quality of life for Fort Bragg soldiers and their families as well as ensuring the Army Club System keeps pace with its counterparts in the civilian sector.

The Main NCO Club serving nearly 7000 soldiers and their families will be given a facelift throughout and have an additional 1900 square feet added to the main

he exhibited "outstanding managerial abilities," by completing budgets, cutting expenses, procuring equipment, and increasing membership sales.

A U.S. Army Reserve officer, Seidl holds a bachelor's degree in economics. He believes an effective manager must be dedicated to his profession and possess a good understanding of "the system and the people who make-up the system."

However, he added, "A key to our success is the cooperation from the employees and from the people at headquarters. It's not a single effort, but a joint effort by everyone who works in (the system)."

This cooperation, he explained, is the main reason why the club system in Hawaii has gone from twelfth place to number one in major Army commands worldwide in "net increase as a percent of sales."

The club system is made up of four officer clubs, seven NCO and enlisted clubs and six package stores. It employs over 400 full and part-time employees and operates on a budget of \$14 million.

*Tulleo is a staff writer of the USASCH public affairs office.*

ballroom at a cost of \$1,000,000. The ballroom expansion will increase the present seating capacity of 400 by nearly 170 seats. Two portable computerized bars will be added to the ballroom completely automating the club throughout.

NCO Branch Manager, William Newton, said the renovation will consist of new equipment and furnishings, new wall coverings and fixtures, new carpeting, painting, kitchen improvements, reconstruction of the front entrance and upgrading requirements for the handicapped.

CPT Robert S. Walsh, Officers' Branch Manager, said the Main Officers' Club with a membership of nearly 5,000 will be renovated at a cost of approximately \$500,000.



## Cumberland lanes dedicated

**NEW CUMBERLAND ARMY DEPOT, PA**—A plaque presented by depot commander Col. William A. Henry commemorating more than 20 years of service to the youth bowling program at NCAD by the late Rose Razga highlighted the official dedication of the depot's new 6-lane, \$552,000 bowling center, morale support officer **Thomas E. Zerbe, Jr.**, reported.

The plaque, which was presented to Razga's daughters, Christina and Cindy, will remain on display in the center.

Razga's name became synonymous with the youth bowling at the depot and in the Harrisburg area through her untiring love and devotion to the depot's program, Zerbe stated.

Far more than the team's coach, she was, according to many of her team's former members, the heart

and soul of the program.

"She raised money for the team by raffling off afghans she had made, approached area merchants to donate door prizes to be awarded at the annual bowling banquet and held down the cost of the banquet by preparing much of the food herself," Zerbe continued. "Her contributions over the years to the bowling program here are really too numerous to mention."

In 1980, Razga considered retiring after 18 years as a coach at NCAD, but stayed on due to the urging of her 'bowling kids,' who bet her they could win the state championship. She agreed to stay on for two more years if they won. The depot team went on to become the first Harrisburg area team in many years to win the state junior and bantam titles.



**IN THE POCKET**—Depot commander Col. William A. Henry rolls the ceremonial first ball at the new depot Bowling Center dedication.

## Bowlers get lift

**Sheila Samples**

**FORT SILL, OK**—Sometimes it's what you don't see that makes the whole ball of wax run smoother. And, although much of the recent \$60,000 renovation at Fort Sill's 18-lane bowling complex isn't "up front," it was money well spent.

"As a matter of fact," said bowling center manager Ray Hatchett, "the total cost was \$62,595.30, and was used to replace equipment that's been running almost non-stop since 1968."

Hatchett, from Walters, began working for Sill's non-appropriated fund activity in July 1955, and has managed the bowling center since April 1957.

"There's a lot of wear and tear in an activity like bowling," he said. "Our ball lifts had deteriorated to where they hardly worked. It took a lot of clanking, banging—and praying—to get the balls to return smoothly to bowlers."

According to Hatchett, the four-day "spruce-up" Jan. 10 through Jan. 13 resulted in 18 power lifts and with new contact boxes to keep returning balls flowing. The new twin-line hood and ball racks are also equipped with ball retarders and carpeted with backing plates to slow speeding balls down. Hatchett said the transisting track also sports new leather support to keep balls from getting scratched.

"It's pretty technical, but bowlers will appreciate what we've done," Hatchett said. "Bowling is something that everybody can do. We try to offer a place that people will want to come to—and it won't cost them an arm and a leg to do it. We'll continue to improve to make the center cleaner, nicer and more colorful, and I don't foresee any increase in prices."

Bowlers can rent lockers for \$3 a year and bowling shoes for 30 cents a pair. However, Hatchett says junior bowling in sanctioned league competition pay just 40 cents a game and their shoes are free.

"We have neat things going on all the time" Hatchett said.

*Samples is a staff writer of the Fort Sill public affairs office.*

# Knox clubs deglamorize alcohol

## Light drinks emphasized with food, entertainment

**Sp5 Kevin Robinson**

**FORT KNOX, KY**—Once upon a time, if you got drunk, society sort of smiled tolerantly and looked the other way. You didn't lose much in community acceptance or risk much in possible legal action. Everyone was okay because alcohol was cool—drugs were the bad scene.

Well, times have changed. Drugs are still taboo, of course, and at the same time the status that was once alcohol's has been eclipsed as the drunk driving-related death toll has soared.

In the military, the deglamorization of alcohol, a program that's been underway for sometime, has worked to communicate the message that you don't have to get drunk to have fun.

Nowhere is the deglamorization of alcohol more prevalent than in the Fort Knox Installation Club System. Here, in keeping with TRADOC objectives, the one and a half Officers Clubs, and the three NCO/EM Clubs have all, in effect, dropped alcohol as a main attraction and instead promoted other areas like food and entertainment.

"The push is in full swing to deglamorize alcohol," said David Rhodes, Installation Club System manager. "The policy now is that we can't reduce our prices on alcoholic beverages for special promotions. We used to cut prices up to 15 percent for not more than five hours a week in alcoholic specials. Now we are promoting areas like free food for social hour, family food specials and entertainment to go with regular prices on drinks."

In addition to cutting alcohol promotions, the Knox club system has also eliminated advertisements pushing the sale of drinks and dropped the practice of stacking drinks. Club employees have been made aware of their responsibility to not serve alcohol to intoxicated individuals, but offer instead soft drinks or virgin (no-alcohol), drinks. Furthermore, the Package Beverage Store will refuse to sell to anyone who is already intoxicated. Store personnel will offer to arrange

a ride home for the intoxicated individual.

"Basically we are trying to educate the public to the fact that there are alternatives to regular alcoholic beverages," Rhodes explained. "We are promoting non-alcoholic drinks in the clubs. Drinks like Pina Coladas, Shirley Temples, and Bloody Marys are served without alcohol. There are several beers without any alcoholic content, in addition to light and low alcohol (LA) beers.

"The general public isn't aware that light beer has less alcohol. When those beers are advertised, they are pushed as low calorie. LA beers contain about 1.8 percent alcohol. This means that you would have to drink two LA beers to equal the alcoholic content of one regular beer."

According to Mike Kirchbaum, the Package Beverage Branch manager, the post Package Beverage Store has already stocked non-alcoholic ale and light alcoholic ale and will purchase other non-alcoholic and low alcoholic beverages as they become available.

"We normally go through 3,000 cases of beer in a week," Kirchbaum figured. "The advent of non-alcoholic and LA products hasn't rivaled the sales of our alcoholic products—we sell about 50-70 cases of non-alcoholic and low alcoholic beverages—but who knows, it could change in the future.

"People are drinking less," Kirchbaum added. "The deglamorization of alcohol must be working. Just from our retail sales alone we are selling less. It's not a dramatic drop-off but we can see it. And from what I see and hear from the local civilian market, their sales are down too."

Since October of 1983 until May of 1984, Installation Club System statistics show an across the board decrease in bar sales and Package Beverage Store sales. The Officer's Club is down 24 percent, the Main NCO Club is off two percent, the Rocker Inn has dropped off 26 per-

cent, the EM Club shows a 17 percent decline and the Package Beverage Store is down six percent in sales.

"We expected sales to drop off because of the increasing attention brought against drunk driving," Rhodes said. "People are more aware of what will happen if they drink too much. Fear enters the picture—fear of being caught DWI (driving while intoxicated). They know that their careers are at stake. In Europe, they probably led the way by cutting back on alcoholic promotions when they started eliminating happy hour in the clubs over there. The "slammer" bills (like the recently passed Kentucky legislation on drunk driving), MADD (Mothers Against Drunk Drivers), and everything else combined, has caused people to drink less, which isn't bad."

People are drinking less, but the demand for alcohol is still present. Cutting out alcohol wouldn't solve the problem. The club system has a fine line to walk. On one side the clubs don't want to cut alcohol to the point where patrons who wanted to drink would find alcohol elsewhere.

"We are offering both alcoholic and non-or-low-alcoholic beverages in the clubs and then letting our patrons decide," Rhodes said. "We can't compete price-wise with the civilian clubs when they offer ladies night or mug night or other alcoholic promotions, but we can offer food and entertainment to help keep the people in the clubs.

"We are trying to put together a training program for our employees based on a similar program that the Navy has, where our people can identify and take the necessary steps to keep intoxicated patrons from driving. This could be anything from calling a cab, finding a patron's friend who can take them home—anything to keep an intoxicated individual from driving. We haven't gotten to the point of taking a person's car keys, but maybe we should."



## Breathalyzers

Judy Sarasohn

**NUERNBERG**—It was a slow afternoon off, and Sgt. Undra Choice had downed two beers and three brandies at the Johnson Club. He tried out the club's Breathalyzer and blew a 1.1.

If he had tried to drive, Choice could have been subject to a drunken-driving charge. Fortunately, he doesn't drive because he lives nearby, but he said, "I've been here 2½ years, and I've seen a lot of E-5s come and go because of their drinking. If I do drive, I don't drink. I've worked too hard for what I have."

Sitting at the 49er Club, Sgt. Tom Jones, supply sergeant at 501st Finance, said normally he doesn't drink more than a couple of beers, but he thinks the club's Breathalyzer is "a good way of protecting yourself."

If you're not sure how much you've consumed, you can know if you need to take a taxi," he said.

Nuernberg is the first Army community in Europe to have Breathalyzers in all of its clubs for drinkers to test themselves before deciding whether to get behind the wheel.

The Army is requiring all Army clubs to have Breathalyzers by March 1. More than 50 percent of the communities have the devices on order, Gonzales said.

The simplest model is hand-held. The average cost, Gonzales said, is about \$800.

The Breathalyzers, which measure blood alcohol content, would be available to patrons who want to use them before leaving the club. Use would be strictly voluntary. The machines will be in the clubs as a service to drinkers, to let them know if they've had too much to drink and should not drive. Officials said the Breathalyzer requirement is one of the Army's efforts to deglamorize alcoholic drinks.

"This is one of those things to point out that clubs are more than bars," said Edward Gonzales, chief of non-appropriated fund policy for Morale, Welfare and Recreation, U.S. Army, Europe.

The results would not be given to the military or local police, Gonzales said, pointing out, "We're not

police enforcers."

But just as the test results cannot be used against a person, they also cannot be used as a legal defense, Army officials said. While the clubs try to keep the devices accurate, the club Breathalyzers and the way they are used do not meet legal standards, they said.

So even though a club Breathalyzer might indicate that a person's blood alcohol level is within allowable limits, a military or German police official could retest a driver with equipment that showed that he should not have been behind the wheel. The driver then would be subject to legal penalties.

Col. Harold Greer, director of personnel and community activities for Nuernberg, said he believed in the usefulness of the Breathalyzers after they were displayed at a community fest in the summer of 1983. He said the soldiers were surprised at the accuracy of the device.

He asked the Nuernberg club system if it would provide one for each club. The club system bought 13 Breathalyzers a year ago at a cost of about \$315 each with its funds.

"This instrument is an extra check. It gives us the assurance that when he (a club patron) walks out the door, we've done everything possible for us to guarantee he knows his condition," Greer said.

Maj. Michael McCormick, area club manager, said the clubs try to take care of anyone who has had too much to drink—a taxi or friend is called or sometimes the club manager will drive the person home.

"They (could) lose stripes and rank. My customers are not alcoholics, but sometimes they drink too much," said SFC Rosalind Ware, manager of the Johnson club.

McCormick said he initially was concerned about the clubs' legal liability with the Breathalyzers and the possibility of the devices being an inhibiting factor on social activities.

"At this point, I appreciate the fact we have them in the clubs," McCormick said. "It's the responsible thing to do."

*Courtesy Stars & Stripes*

## American Hotel to be remodeled

Jeff Fry

**AUGSBURG, WEST GERMANY**—The American Hotel (transit billets) will undergo a major renovation project which is expected to begin on or around Oct. 15, officials of the Directorate of Engineering and Housing have announced.

The project is expected to take about six months and will cost around \$400 Thousand, according to DEH contracting officials.

Andrew Russo manager of the American Hotel said the community's transit billets have been in need of a major overhaul for a long time. "This project is a complete revitalization of a building that hasn't seen any major work since it was built in 1938," he said.

A large portion of the renovation will be the replacement of the building's electrical and plumbing systems. According to Russo, these systems have needed replacement for a long time.

"What we've had over the years is an effort to keep the systems patched-up. We essentially have the same systems that were installed into this building nearly 50 years ago."

Other details of the renovation include better lighting, vinyl wall coverings, new furnishings and replacement of the bathing and toilet facilities. When completed, Russo said, the open showers will be replaced by private stalls and the toilets will be replaced.

According to Maj. Terry Maddox, the community's DEH, this project is the first of two projects to upgrade the hotel. Next year, he said, a complete exterior refurbishing will take place to include a new patio, parking lot and covered sidewalk.

*Fry is a staff writer of the Augsburg Public Affairs Office.*

The first two of Navy McDonald's will be at the Naval Training Center, Great Lakes, IL, and the Naval Air Station, North Island, San Diego, CA. One is a new structure; the other is a renovation. The contract is for up to 60 units. DACF-ZXI, Mr. Rossetti, AV 221-6759.

## \$1.2 million construction begins

Stephanie Douglas

**FORT SHAFTER, HI**—Waianae Army Recreation Center is scheduled to undergo new construction to provide new facilities for the military community. Beginning with a groundbreaking ceremony Friday at 2 p.m., part of the Recreation Center will be torn down to make room for the new cabin construction.

"The project will take approximately one year to build 17 cabins costing \$1.2 million, provided by Non-Appropriated Funds. The cabins will consist of 12 family quarters and five dormitory type facilities," said Francisco Limbago, manager of Waianae Army Recreation Center.

Waianae Army Recreation Center dates back to 1945 when it was used as an Army barracks. Later the buildings were turned into cabins for the military community to use for recreational purposes. However, over the years the cabins have been renovated many times. Now it's time for new cabins, said Limbago.

On Nov. 23, 1982, Hurricane Iwa struck Waianae Army Recreation, increasing the damage to the already

worn-out recreation center. "The hurricane was a blessing in disguise," remarked Limbago.

"Because of the hurricane damage, it helped to make funds for the construction of the cabins more accessible, even though the reconstruction of the recreation area was already in the planning stages," Limbago explained.

Waianae Beach is presently open to the public, but the cabins are limited to active duty military, their family members and Department of the Army civilians. The current price of cabin rentals ranges from \$13 to \$15 per night, but will increase once Phase One of the construction program has been completed.

After the \$1.2 million reconstruction project the rental cost will increase to approximately \$18 to \$20 per night, said Limbago. The second phase of the construction plan is scheduled to begin in 1987. The project will cost over \$2 million, according to Limbago.

*Douglas is a staff writer of the USASCH Public Affairs Office.*

## Club artist designs MACOM logo

**FORT SHAFTER, HI**—Vickie Langeliers, artist/illustrator for the US Army Club System-Hawaii, recently won the island competition as the winner of the Western Command (WESTCOM) logo contest. "Reaching for Excellence" was the theme and simplicity was Ms. Langeliers' design. For her efforts, she was presented the \$100 first prize and a WESTCOM Certificate of Recognition by Lt. Gen. James Lee, WESTCOM commander, Fort Shafter, Hawaii.

Ms. Langelier also is the editor and layout and design person for the US Army Support Command-Hawaii DPCA tabloid "Ourtown."

The Hawaii Far-East Chapter of Int'l Military Club Executives Assn. (IMCEA), and the Army Club System sponsored a tremendous vendor show at the Cannon Club in Honolulu, Hawaii, recently. Over 100 vendors showed their products on April 24, 1984. Invitations were sent

to all IMCEA and CMAA members. Local hotels and restaurants also were included. The show featured food, beverages, equipment and entertainment.

Membership in the Hawaii chapter has climbed from 60 to 80 with 73 prospective new members. Plans were made for a September showing to introduce holiday and other new items. Also, the chapter sponsored an Aloha Golf Fund Raiser the last week of August. So far, over 140 participants will pitch and putt, slice and hook their way around the links for charity.

Dave Seidl and Ben Ruelas, president and secretary/treasurer, have worked hard to get the chapter back up to full speed. Meetings are held monthly with a luncheon/vendor product demonstration, and business meeting. Each month, the meetings are held at a different club facility. Attendance ranges from 50 to 80 people.

## Baumholder's new pool now open

Pat Matthews

**BAUMHOLDER, WEST GERMANY**—Baumholder is the proud owner of something no other V Corps community has, a new indoor swimming pool.

In fact, Baumholder is the only Army community in W. Germany to have one. Only two other communities in all of USAREUR, Shape, Belgium and West Berlin, are fortunate enough to have their own indoor pools.

Opening today this modern Morale Support Activities facility, located in the community center, will provide year-round swimming, right in our own back yard. As a special promotion, MSAs Outdoor Recreation will offer a week of free, recreational swimming Oct. 16-21 from 1 p.m.

Actually, Baumholder has had an indoor swimming pool complex since 1969 when it opened an all aluminum, above-the-ground pool. The old building is about the only thing left from the original pool complex. The \$750,000 renovation project began in the fall of 1983, and what a renovation it was!

The new swimming pool is 25 x 12-meters with a 1-meter diving board. Along with the new tiled pool came new windows, roof, false ceilings, tiled floors, which are heated, lighting, offices for pool personnel, and the latest in filter and disinfection systems for pool sanitation and maintenance.

*Matthews is a staff writer of the Baumholder Public Affairs Office*



Winning logo



## For the record

Harriet E. Rice

### Recreation Center advice

I've formed some of my own opinions as to the directions I think community recreation centers in V Corps should take. These directions require dynamic aggressive leadership and programming. This can *not* be accomplished from behind a desk. It does *not* happen between 0800-1700 hours Monday through Friday. It does *not* happen by delegating responsibility for programming to PS3s or GS4s (even though there are some very talented PS3s and GS4s out there!) Being a recreation center director means hustling: hustling ideas, hustling staff, hustling resources, and hustling participants. Being a recreation center director (or facility manager) means working nights, weekends and holidays, when our constituency is off duty. More than once during the Fort Benning conference it was pointed out that the success of a recreation center program was 90% dependent on the talents and energies of the center director. The next most important ingredient is command support.

You don't get command support by being invisible, operating a shabby, dingy facility which offers only self-directed, boring day-room style programs. You don't get command support by complaining and being lazy; you only *lose* your recreation center space, your staff positions and maybe even your job. And you help promote the command/management perception that "recreation centers are dead."

That is, I am sure, *not* what we want for an MWR program which has its roots in World War I cantons and post World War II Service Clubs and a noble history as a military recreation program which has always been a reflection of the American people, the community, and changes in American society. Recreation centers "qualify" or validate trends and we must continue in that vein as we plan for the future. We must be pro-active, not re-active. We must meet the challenge!

*Rice is Director of Recreation Centers, V Corps, USAREUR.*

## Academic library

Toni Mathias Harvey

**FORT MYER, VA**—The Fort Myer library is now the established academic reference library for the graduate and undergraduate programs offered through the U.S. Army Military District of Washington (MDW) Education Center, by Park College, Florida Institute of Technology and Golden Gate University. The agreement among the Fort Myer Library, the MDW Education Center and these institutions, set a precedent for Army installation libraries worldwide.

There are 22 quality standards that must be met before an education program will be accredited by the State Council of Higher Education for Virginia, the governing body of academia in the Commonwealth of Virginia.

One standard that has a major impact on the quality of a university or college program is the supporting library's adherence to the special and detailed requirements of the

State Council of Higher Education for Virginia. The Fort Myer library is a forerunner in Army installation libraries to have met the requirements and achieved this goal.

LTC Robert G. Peetz, MDW MSO, believes the Library Support Project was accomplished because of the hard work and dedication of Mrs. Barbara Christine, MDW librarian, and Mr. Vic Fukuda, MDW education director.

Peetz explains, "The implementation of the Library Support Project in MDW benefits not only the MDW community today, but will continue to enhance the quality of life for military personnel assigned to MDW for years to come."

For Library Support Project information: Call Autovon 222-9649/9551 or Commercial (202) 692-9649/9651.

*Harvey is the MSAD PAO for the Military District of Washington.*



Mr. Vic Fukuda, MDW Education Director, LTC Robert G. Peetz, MDW MSO, and Mrs. Barbara Christine discuss the Fort Myer Library Support Project.

## Clubs to help patrons avoid DWI charge

Debra Fowler

**ANSBACH, WEST GERMANY**—The Ansbach Military Community Club System is starting a program to save military careers and, possibly, some lives.

As of March 1985, every club in Ansbach, Illesheim and Crailsheim will have a breathalyzer available so that patrons can check to see if

they're safe to drive home or if they need to take a cab to avoid being picked up for driving while intoxicated (DWI).

According to MAJ James Stephens, manager of the club system, the Hindenburg and Bleidorn NCO/EM Clubs already have breathalyzers on hand.

## Roundhouse grand opening



**FORT SHAFTER, HI**—Wicker chairs, a stone-wall interior and a profusion of green plants combine to give the Roundhouse, Fort Shafter's renovated Officer Club, a garden atmosphere befitting the Hawaii locale. The improvements to the facility have already resulted in an increase of sales of over 1000%, according to **LTC Douglas Holtz**, Installation Club Manager.

Interior improvements include a new kitchen and ladies room, replaced walls and panelling, and new bar tables and wallpaper, that have transformed the Officer's Club.

The project cost approximately \$60,000 NAF and \$35,000 AF Engineer Works. Since the blessing on November 30, lunches are reportedly running over 100 cover per day.

The Roundhouse, managed by **Jacob Kim**, offers a menu of seafood delicacies and beef favorites in the medium price range.

An attractive and relaxing atmosphere combined with carefully prepared meals have been instrumental in the club's success.

## MSA offers ski lodges

**FORT DEVENS, MA**—Morale Support Activities at Fort Devens has again contracted for two luxury ski lodges/condominiums, according to Dawn Stockman, program director at Outdoor Recreation.

"The purpose for the ski lodges is to provide the opportunity for members of the Fort Devens Community to participate in the most popular winter sport in New England, at a reasonable cost," said Stockman.

The lodges are located in Ludlow, Vt., in the vicinity of the Okemo Ski Area, approximately 100 miles north of Fort Devens.

Eligibility for use of the lodges will be on a priority basis. Active duty military personnel stationed at Fort Devens will be first on the list, other active duty military (Army, Navy, Air Force, Coast Guard and Marines) second, retired military personnel and DA civilians (including NAF personnel) working at Fort Devens.



The Youth Activities program plays an important role for children of military members stationed overseas. This Crailshem youngster gives it his all in a YA bubblegum blowing contest.



## Trade Agreements Act reporting purchases

**WASHINGTON**—Public Law 96-39 (Trade Agreements Act) implements the international agreement on Government procurements. Essentially, the law requires that signatory countries be given an opportunity to compete for Government purchases (including NAFI purchases) on an equal basis with US suppliers for certain commodities. The list of commodities is extensive and can be found in the DOD Supplement to the FAR, Part 25. It includes virtually all items purchased with NAF except food items.

Beginning with FY85, purchases of designated commodities in excess of \$150,000 made with NAF must be reported to HQDA. While the reporting requirement has been in ef-

fect for several years, concerted attempts by all services to have NAF purchases excluded has delayed reporting and has succeeded in limiting the reporting requirement to individual purchases of designated commodities with NAF in excess of \$150,000. Among exempted purchases are purchases of items for resale, contracts for services and construction, and delivery orders placed against ordering agreements.

Specific reporting requirements are forthcoming in a message to MACOMs. The HQDA point of contact for NAF purchases subject to the Trade Agreements Act is LTC Fisher, AV 221-0757 or commercial 202/325-0757.

## Campbell soldiers get their club

**FORT CAMPBELL, KY**—A \$2 million, 17,000 sq. ft. club opened its doors to Fort Campbell soldiers recently.

The project is one of many Army MWR facilities being created at installations under an expanded NAF-financed Army MWR major construction program.

The *Air Assault* club boasts a 500-seat capacity, elaborate sound system, a portable stage, fast food facility and automatic beverage dispensers. The building was erected by Andrews and Parrish Construction, Inc. and took nine months to build.

**CPT Tom Wills**, Deputy Installation Club Manager said the club is for E-1s through E-4s and now offers junior enlisted a nice, new modern place in which to relax and have fun.

## Alcohol deglam, wage hikes forces price rise

**TAEGU, SOUTH KOREA**—Declining bar sales, wage increases and increases in costs of goods have forced moderate price increases at clubs here. According to **MAJ David Jackson**, Area Club Manager, "prices have been among the lowest in South Korea for about two years but with the advent of emphasis on deglamorization within the 19th Support Command, sales went

down so we had to raise prices to counter that."

But Jackson noted it wasn't just one factor which caused the increase, it was a combination of things. "We had wage increases for club employees and the price of alcoholic beverages we buy also went up." The club system's prices increases saw liquor increase a dime a shot, beer went up a nickle a can

and cocktails went up 15 cents to 35 cents per drink.

Jackson announced an income of \$161,500 generated from slot machine operations. He pointed out that slot machine money is used to support MWR projects throughout the command and cannot be used to subsidize lower food and beverage prices.

## Redstone Arsenal opens employment information center



The Redstone Arsenal, AL, One-stop Employment Information Center is open for business. Robert Jennings, Chief, CPO External Recruiting Section; Mary Coe, CPO staffing specialist; Rita Bruce, Alabama State Employment Office representative; and Michelle Mann, ACS volunteer, proudly display their new employment information center poster. Eleven one-stop employment information centers are now open Army-wide with thirteen more projected to open in FY85. One-stop employment information centers provide Army family members the opportunity to learn what jobs are available in their community—whether it's a government job, jobs available in the surrounding area or ACS volunteer opportunities—at one location.



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FLARE

## Running a club with seasonal clientele

**FORT PICKETT, VA**—Fort Pickett is rather unusual.

It is primarily used for training National Guard and Reserve personnel. This makes September through February an automatic money losing operation, because these troops train primarily in the summer.

SFC(P) Joe Schwartz took over the Fort Pickett Community Club at the beginning of FY83. He quickly realized the large facility in use was not cost effective and was located three miles from the post's major population area. To reduce losses, Schwartz closed the big facility and established a small annex closer to main post and the off-season population of 150 military and civilians.

The smaller facility is now used on a year-round basis by permanent party personnel and their guests.

SFC Schwartz took further advantage of the slow period to completely revise the dining room operation. It changed from fast food to a full service menu that includes house specials like fresh pork cordon bleu and london broil au bourbon.

In addition, Schwartz converted a large storage room into an addition-

al lounge—primarily used for private parties.

These combined changes increased sales 31%, to \$260,000. Good management techniques and stiff controls led to a bottom line increase of 162%, to over \$47,000 (18% of sales).

This year the trend continues. During the slow season Schwartz added several new items to the dining room menu and converted a seldom used cocktail lounge into a Pizza Pub. The Pub, which offers pizzas, burgers and draft beer by the pitcher, has developed into a real hit with the young troops.

Sales this year are running 47% ahead of last year and net is 54% higher.

Due to the recent change to the single fund concept, Schwartz picked up the Pickett Package Store from Fort Lee. He moved the store to a larger building and added additional snacks and mixers. Sales at this facility have also shown a 28% increase over last year.

Schwartz said command cooperation at Pickett was the primary reason for his success. Innovative ideas are only as good as the command backing they receive.

## Are you part of the Army family?

What does it mean to be part of the Army Family?

It means being part of every aspect of the Army, being part of its Family of People, its Family of Units and its Family of Components.

You know the people in the Army Family. They are the Active Component and Reserve Component service members, the Department of the Army civilians, the retirees and all their family members which form the backbone of our Army.

You know the units of the Army Family too. They are the support units, the armor battalions, the infantry companies and all the others which are linked together laterally and up and down the chain of command. The unique relationship of soldiers to their units is represented by this family.

You also know the components of the Army Family. That family is comprised of the Active Army, the

National Guard, the Army Reserve and the Department of the Army civilians.

Now even though the labels for these families are new, you've been a member of them ever since you or your spouse joined the Army. In fact, you'll find those who have been around the Army awhile have always felt they were part of a family. They've felt that special sense of comradeship and community. They've been surrounded by buddies and commanders, neighbors and loved ones who pull together.

That's also what it means to be part of the Army Family. It means everyone carrying his share and maybe a little more for the next guy. It's a commitment to freedom which demands your full dedication and sacrifice.

You already know the Army Family around you. It's the people you can count on.

*Courtesy FORSCOM Public Affairs Office.*

## Construction through 86

### HANAU, WEST GERMANY

—The Hanau Military Community has opened three "Burger Bars" at a construction cost of \$1.2 million. At the Gelnhausen subcommunity, 3,000 sq. ft. has been added to a multi-craft shop.

At the community's Wolfgang Center, there will be a movie theater, consolidated club, gas station, and many other services and specialty shops.

A commissary, 32-lane bowling center and PX also are on tap for the Wolfgang Center. At Fliegerhorst, ground will be broken for a new gymnasium in January. The gym will have indoor basketball, tennis, handball, and racquetball courts.

There also will be whirlpools and sauna. Bowling centers at Gelnhausen and Buedingen will have kitchens and snack areas including take out service and possible home delivery.

## Community & Family Sentinel

### U.S. Army Community and Family Support Center

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**Stephen O. Rossetti, Jr.**  
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**Cheryl Windom**  
Associate Editor

*Community & Family Sentinel* is a bi-monthly publication for Army professionals managing morale, welfare and recreation activities. The views and opinions expressed are not necessarily those of the Department of the Army or the U.S. Army Community and Family Support Center. Use of funds for printing of this publication has been approved by the Secretary of the Army on 1 December 83 in accordance with the provisions of AR 310-1.

*Community & Family Sentinel* is published by the photo offset method, and mailed 3rd class bulk.

Address correspondence to Editor, *Army Host*, HQDA(DACF-2XI), Alexandria, Va. 22331-0504. (202) 325-6759. AUTOVON 221-6759.